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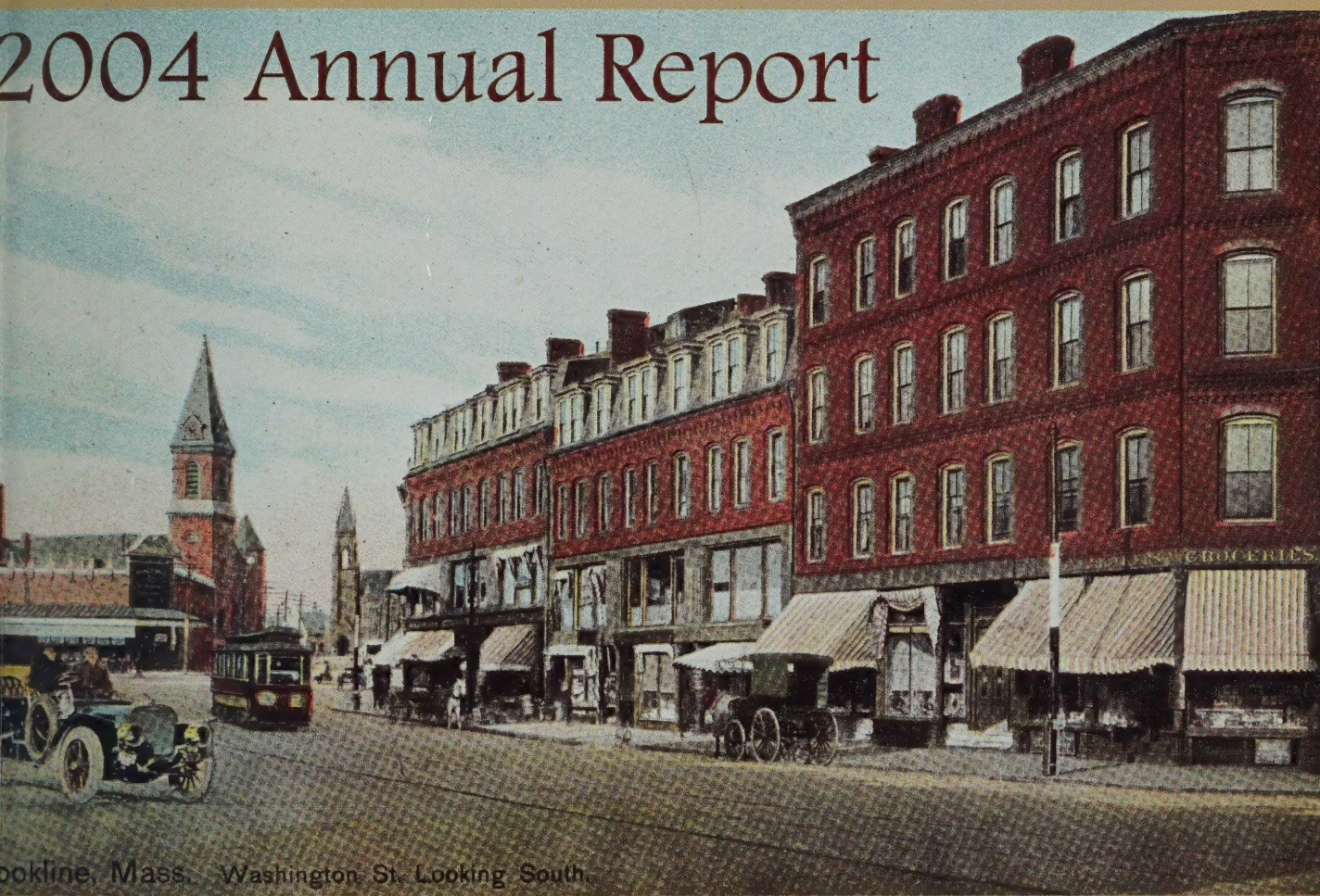






# Town of Brookline

## 2004 Annual Report



Brookline, Mass. Washington St. Looking South.



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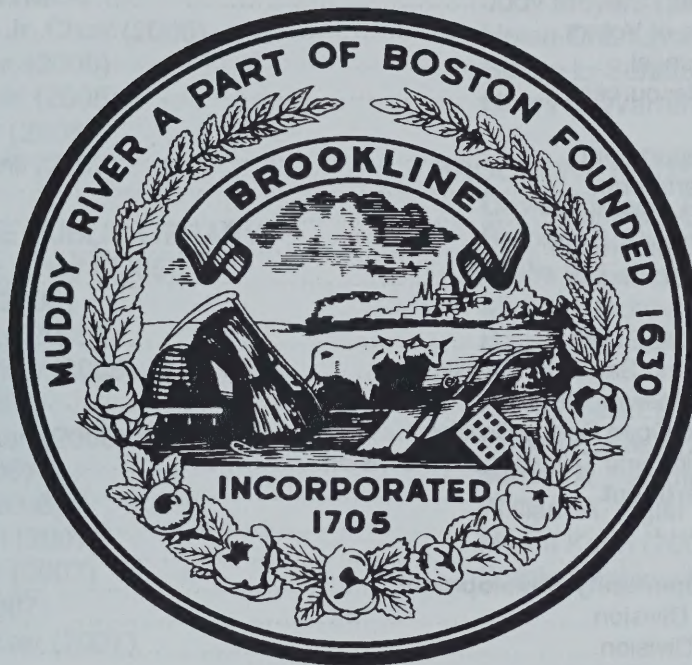


On the Cover:

This year's cover features a vintage postcard image of Brookline Village, from the private collection of Tim Sullivan, Town of Brookline Supervisor of Printing/Mailing.



# TOWN OF BROOKLINE MASSACHUSETTS



299th Annual Report of the  
Town Officers of Brookline  
for the year ending December 31, 2004

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**TOWN OFFICERS**

for the Municipal Year 2004

**Elected Town Offices and Committees****MODERATOR**

Edward (Sandy) Gadsby

**TOWN CLERK**

Patrick J. Ward

**BOARD OF SELECTMEN**

Robert L. Allen, Jr. Chair (2006)

Joseph T. Geller, (2005)

Gilbert R. Hoy, Jr. (2005)

Michael S. Sher (2006)

Michael W. Merrill (2007)

**TRUSTEES OF THE PUBLIC LIBRARY**

Peter J. Epstein, Chair (2005)

Gary D. Jones (2005)

Karen Livingston (2005)

Gabriela Romanow (2005)

Carl Axelrod (2006)

Vivien E. Goldman (2006)

Philip Kong (2006)

Edith Sperber (2006)

Michael Burstein (2007)

Dennis P. Geller (2007)

Paul M. Katz (2007)

Roberta S. Winitzer (2007)

**SCHOOL COMMITTEE**

Kevin E. Lang, Chair (2005)

Marcia M. Heist, (2005)

Jonathan A. Karon (2005)

Ira C. Chan (2006)

Ruth L. Kaplan (2006)

Judy Meyers (2006)

Helen Charlupski (2007)

Susan L. Senator (2007)

Henry B. Warren (2007)

**BROOKLINE HOUSING AUTHORITY**

David Trietsch, Chair (2007)

Barbara B. Dugan (2005)

Leslie B. Fabian (2006)

Michael Jacobs (2006)

Barbara A. Sard (2009)

**CONSTABLES**

Robert L. Allen (2007)

Marvin A. Feinman (2007)

William A. Figler (2007)

Myrna Kahn (2007)

Stanley Rabinovitz (2007)

**Appointed by the Moderator****ADVISORY COMMITTEE**

Harry K. Bohrs, Chair (2007)

Neil Wishinsky, V. Chair (2006)

Carla Benka (2007)

Michael Berger (2005)

Francis Caro (2007)

David J. Cotney (2007)

Nancy Daly (2005)

Nadine Gerds (2005)

L. Branch Harding IV (2007)

Sytske V. Humphrey (2005)

Mary Johnson (2007)

Janice S. Kahn (2005)

Estelle Katz (2006)

Frederick Lebow (2006)

Roger R. Lipson (2006)

Pamela Lodish (2005)

Sean M. Lynn-Jones (2007)

Shaari S. Mittel (2006)

Charles Moo (2006)

William B. Powell (2006)

Stanley L Spiegel (2007)

Ronny M. Sydney (2006)

Leonard A. Weiss (2005)

Karen Wenc (2005)

Robin E. Coyne, Budget Analyst

**COMMITTEE ON TOWN  
ORGANIZATION AND STRUCTURE**

Jean D. Berg, Chair (2005)

Betsy DeWitt (2006)

Donna R. Kalikow (2005)

Richard T. Leary (2007)

Michael Robbins (2007)

Martin R. Rosenthal (2006)

Robert M. Stein (2007)



---

## Senior Manager Appointments

---

### BOARD OF SELECTMEN'S OFFICE

Richard J. Kelliher, Town Administrator  
Sean Cronin, Deputy Town Administrator  
Jennifer Y. Grams, Assistant Town Administrator

### BUILDING DEPARTMENT

James Nickerson, Commissioner  
Charles Simmons, Director of Public Buildings  
Tony Guigli, Building Project Administrator

### COUNCIL ON AGING

Ruthann Dobek, Director

### FINANCE DEPARTMENT

Stephen E. Cirillo, Director of Finance/  
Treasurer/Collector  
George F. Moody, Chief Assessor  
David Geanakakis, Chief Procurement Officer  
Judith A. Haupin, Comptroller

### TOWN LIBRARIAN

James C. Flaherty

### PLANNING AND COMMUNITY DEVELOPMENT

Robert Duffy, Director  
Jeff Levine, Assistant Director  
Catherine Cagle, Economic Development Officer

### POLICE CHIEF

Daniel C. O'Leary

### PUBLIC WORKS DEPARTMENT

A. Thomas DeMaio, Commissioner  
Andrew Pappastergion, Deputy  
Commissioner/Director of Water and Sewer  
Erin Chute, Director of Parks and Open Space  
Peter Ditto, Director of Engineering/Transportation  
David Friend, Assistant Transportation Director  
Lester Gerry, Director of Highway

### INFORMATION TECHNOLOGY

Patrick Cafferty, Chief Information Officer  
Jon Snodgrass, Director of IT  
Applications

### FIRE CHIEF

John Green

### HEALTH AND HUMAN SERVICES

Dr. Alan Balsam, Director

### HUMAN RELATIONS/YOUTH RESOURCES

C. Stephen Bressler, Director

### HUMAN RESOURCES

John Dunlap, Director

### RECREATION

Robert T. Lynch, Director

### SUPERINTENDENT OF SCHOOLS

William H. Lupini

### TOWN COUNSEL'S OFFICE

David L. Turner, Town Counsel  
Jennifer Dopazo, Assoc. Town Counsel  
George F. Driscoll, Assoc. Town Counsel  
Joslin Ham-Murphy, Assoc. Town Counsel

### VETERANS' SERVICES

Richard Bargfrede, Director

---

## Boards and Commissions Appointed by the Selectmen

---

### ADVISORY COUNCIL ON PUBLIC HEALTH

Dr. J. Jacques Carter, Chair (2005)  
Elizabeth Hirshom (2005)  
Cheryl Lefman (2007)  
Dr. Bruce Cohen (2007)  
Milly Krakow (2006)  
Roberta Gianfortoni (2006)

### BOARD OF APPEALS

Diane Gordon, Chair (2005)  
Inid Starr (2007)  
Bailey Silbert (2006)

### ASSOCIATE MEMBERS

Sara McCauley Sheldon (2005)  
Eric Divincenzo (2006)  
Lawrence E. Kaplan (2006)



Harry Miller (2007)  
Murray Schocket (2006)

#### BOARD OF ASSESSORS

George Moody, Chair (2007)  
Harold Peterson (2005)  
Mark J. Mazur (2006)

#### BOARD OF EXAMINERS

Barnett Berliner (2005)  
Lou Wilgoren (2007)  
Fred Lebow (2006)

#### BROADBAND MONITORING COMMITTEE

Francine Berger, Chair  
Edward "Tad" W. Campion  
Jack Kettell  
Michael Newman  
Al Pisano  
Michael S. Selib

#### BROOKLINE ACCESS TELEVISION

Vera Armen (2005)  
Dan Berman (2005)  
Bernice Speen (2005)  
Gary Jones (2006)  
Ken Jacobson (2005)  
William Davidson (2007)  
Leor Brenman (2006)  
Dori Stern (2007)  
(1) Vacancy (2006)

#### BROOKLINE COMMISSION FOR THE ARTS

Manika Srivastav Chair  
Sara Rosenfeld Dassel  
Ruth Abrams  
James Arzente  
Fran Berger  
Marilyn Berliner  
Daphne Kalotay  
Omi Rajpal  
Jan Schrieber  
Jane Stanhope  
Brenda Sullivan  
(2) Vacancies

#### BROOKLINE COMMISSION FOR WOMEN

Casey Hatchett (2007)  
Jennifler Brinckerhoff (2007)  
4 Vacancies (2007)  
4 Vacancies (2006)  
3 Vacancies (2005)  
Jamie Glanton Costello (2004)  
Maura McAvoy (2003)

#### BUILDING COMMISSION

Janet Fierman, Chair (2006)  
Louis Wilgoren (2005)  
George Cha (2006)  
George Cole (2007)  
Kenneth Kaplan (2007)

#### CELEBRATIONS COMMITTEE

Selectman Gilbert Hoy  
Selectman Michael Merrill  
Marge Amster  
Richard Bargfrede  
Annmarie Cedrone  
Polly Cornblath  
A. Thomas DeMaio  
Lester Gerry  
Eli Gorock  
Kelly Hardebeck  
Robert Lynch  
Rita McNally  
Chou Chou Merrill  
Betty Moylan  
James Nickerson  
Captain John O'Leary  
Captain Michael O'Reilly  
William Riley  
Melvin Ritter  
Barbara Tynan  
Ben Vivanti  
Yvette Yelardy

#### COMMISSION FOR THE DISABLED

Robert Sneirson, Chair (2007)  
Renee Mantel Albert (2005)  
James Kinsellagh (2005)  
Selectman Gilbert R. Hoy (2005)  
Keith Duclos (2006)  
Melvin Ritter (2006)  
Bernard Gollis (2007)  
Selectman Gilbert R. Hoy (2005)  
Michael Rosen (2005)  
James Peters (2006)

#### ASSOCIATE MEMBERS

Jennifer Mitsch (2007)  
Robyn Dowling (2007)

#### CONSERVATION COMMISSION

Werner Lohe, Chair (2005)  
Anna Eleria (2006)  
Kate Bowditch (2006)  
Roberta Schnoor (2006)  
Adam Kahn (2005)  
Randolph Miekjohn (2007)  
Gail McClelland Fenton (2007)

#### ASSOCIATE MEMBERS

Marian Lazar

## COUNCIL ON AGING

Agnes Rogers, Chair  
Miriam Sargon, Vice-Chair  
Eleanor Bart  
Richard Buckley  
Joseph Buckman  
Gertrude Cohen  
Lillian Christmas  
Irvin Finn  
Ruth Golden  
Sylvia Haase  
Marjorie Diana Harvey  
Mary Hood  
Elizabeth Kirsten  
Helen Lew  
David Lipman  
Jean O'Rourke  
Shirley Radlow  
Anatoly Rakin  
Evelyn Roll  
Bernice Rosenbaum  
Sally Rotman  
Jacob Shafran  
Dorothy Wolfson  
Cyril Woolf  
Sy Yesner

## ECONOMIC DEVELOPMENT ADVISORY BOARD

Robert I. Sperber, Co-Chair (2007)  
Anne Meyers (2006)  
Jim Zien (2005)  
Ben Birnbaum (2006)  
Alden Raine (2006)  
James R. Shea, Jr. (2006)  
Kenneth Lewis (2007)  
Thomas Nally (2007)  
Paul Saner (2007)  
Donald A. Warner, AIA (2007)  
Steve Pratt Otto (2005)  
Marc Hodosh (2005)

## HOLOCAUST MEMORIAL COMMITTEE

Regina Barshak, Co-Chair  
Leon Satenstein, Co-Chair  
Christopher J. Crowley  
Barbara Helfgott-Hyett  
Benjamin Jacobs  
Mimi Krant  
Reizel Polak  
Joan Sax  
Ronny Sydney  
Benjamin Varon

## HOUSING ADVISORY BOARD

Roger Blood, Chair (2006)  
Kathryn Cochrane Murphy (2005)  
Kathy Spiegleman (2007)  
David P. Rockwell (2005)  
Michael Jacobs - Housing Authority Rep.  
Steven Heiken - Planning Board Rep.  
Vacant - Tenant Rep.

## HUMAN RELATIONS/YOUTH RESOURCES COMMISSION

Susan Howards, Chair (2007)  
Dr. Edward Wang, Vice-Chair (2007)  
Sandra Bakalar (2005)  
Assunta Cha (2005)  
Carolyn Devore Parks (2005)  
Agnes Rogers (2005)  
Reverend George Chapman (2006)  
Marc Jones (2006)  
Rita McNally (2007)  
Captain John O'Leary (2006)  
Ruth Kaplan (2006)  
Alan Cohen (2007)  
Leslie Fabian (2007)  
Lena Wong (2007)  
Karen Fischer (2006)

## ASSOCIATE MEMBERS

Betty Chan  
Joy Dryfoos (2007)  
Herb Goodwin  
Kay O'Halloran  
Paula Schneider (2007)  
Enid Shapiro

## HUMAN RESOURCES BOARD

Frances Shedd-Fisher, Chair (2007)  
Kenneth V. Kurnos (2005)  
Jacqueline J. Young (2006)  
Edward DeAngelo (2007)  
Randall E. Ravitz (2006)

## INFORMATION TECHNOLOGY ADVISORY COMMITTEE

Geoff Cohen, Chair (2007)  
Peter Groustra (2007)  
David Kula (2006)  
Chan MacVeagh (2006)  
Susan Goldberg (2005)

## PARK AND RECREATION COMMISSION

John Bain, Chair (2007)  
Nina Brown (2005)  
Nancy O'Connor (2005)  
James K. Carroll (2006)



Robert Simmons (2006)  
Nancy Madden (2007)  
Katherine Link (2005)

Judith Haupin - Ex-Officio

#### PLANNING BOARD

Kenneth M. Goldstein, Chair (2009)  
Jerry I. Kampler, Chair (2006)  
Mark J. Zarrillo (2007)  
Linda Hamlin (2008)  
Stephen Heikin (2005)

#### SOLID WASTE ADVISORY COMMITTEE

Matthew Cassis, Chair (2005)  
Carle M. Berle (2006)  
Elsa Gontrum (2005)  
Nicola Moscofu (2005)  
Barbara Huggins (2006)  
Adam Mitchell (2007)  
VACANCY (2007)

#### PRESERVATION COMMISSION

Sheri Flagler, Chair (2006)  
Dennis DeWitt, Vice-Chair (2006)  
Lisa Cunningham (2006)  
George Garfinkle (2006)  
Dr. Gary Gross (2007)  
Wendy Ecker (2007)  
Lisa Clark (2005)

#### TRANSPORTATION BOARD

Fred Levitan, Chair (2005)  
Faith Michaels (2006)  
Michael Sandman (2006)  
Kathy Jonas (2007)  
R. Paul Mason (2007)  
Abigail Swaine (2005)

#### ALTERNATES:

James Batchelor (2007)  
Elton Elperin (2006)  
Emily Livingston (2007)  
Pet Senturia (2006)

#### TREE PLANTING COMMITTEE

Hugh Mattison, Chair (2006)  
Corliss Engle, (2007)  
Marjorie Greville (2005)

#### REGISTRARS OF VOTERS

Emily Rabb Livingston (2005)  
Linda Golburgh (2006)  
Andrew J. McIlwraith (2007)  
Patrick J. Ward, Ex Officio

#### TRUSTEES OF WALNUT HILL CEMETERY

Abbe Cohen, Chair (2005)  
Katharine Begien (2005)  
Dorothy Baldini (2006)  
Mary Harris (2006)  
Donalda Hingston (2007)  
Joslin Ham Murphy (2007)

#### RETIREMENT BOARD

Gary Altman, Chair (2006)  
Joseph P. Duffy (2005)  
James Riley (2005)  
Stephen E. Cirillo (2006)

---

### Miscellaneous Appointments

---

#### AGENT FOR MANAGEMENT OF REAL ESTATE

John T. Mulhane

#### INSPECTOR OF WIRES

Theodore Steverman

#### CIVIL DEFENSE DIRECTOR

John Green

#### KEEPER OF THE LOCK-UP

Daniel C. O'Leary

#### FENCE VIEWER

Peter Ditto

#### LOCAL MOTH SUPERINTENDENT OF INSECT PEST CONTROL

A. Thomas DeMaio

#### INSPECTOR OF ANIMALS

Dr. Herbert S. Carlin

#### RIGHT TO KNOW COORDINATOR

John Dunlap

#### INSPECTOR OF PETROLEUM

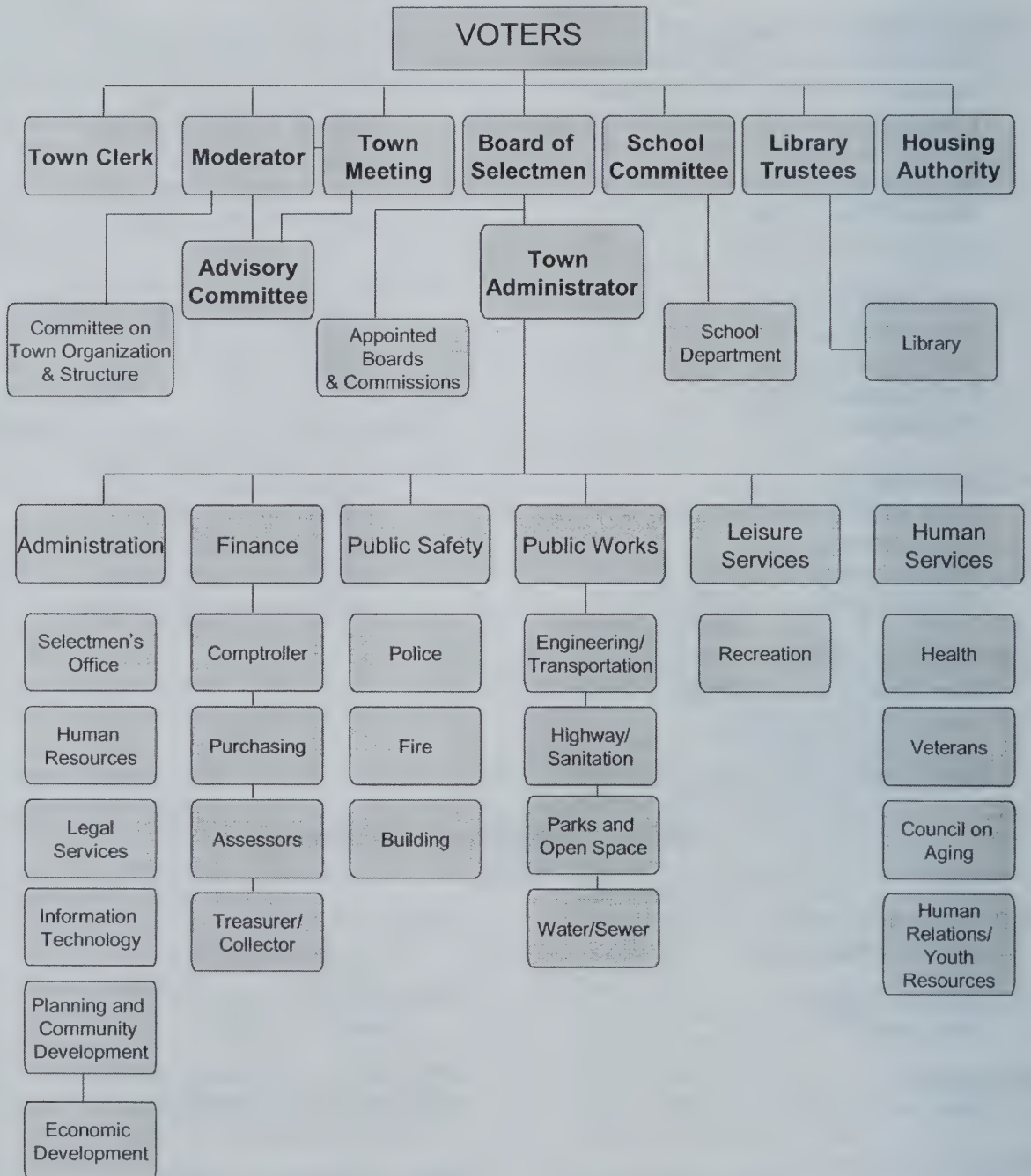
John Green

#### MEASURERS OF WOOD AND BARK

Richard Bargfrede  
George Carroll



# TOWN OF BROOKLINE Organizational Chart





## BOARDS/COMMISSIONS APPOINTED BY THE BOARD OF SELECTMEN

Planning/ Development	Administration and Finance	Public Works	Cultural/ Leisure Services	Human Services
Board of Appeals	Board of Assessors	Conservation Commission	Broadband Monitoring Committee	Advisory Council on Public Health
Board of Examiners	Human Resources Board	Solid Waste Advisory Committee	Brookline Access Television	Commission for the Disabled
Building Commission	Registrars of Voters	Transportation Board	Celebrations Committee	Commission for Women
Economic Development Advisory Board	Retirement Board	Tree Planting Committee	Brookline Commission for the Arts	Council on Aging
Housing Advisory Board	Information Technology Advisory Committee	Trustees of Walnut Hills Cemetery	Park and Recreation Commission	Holocaust Memorial Committee
Planning Board				Human Relations/ Youth Resources
Preservation Commission				

## BOARD OF SELECTMEN ANNUAL REPORT



***Richard J. Kelliher (Town Administrator), Michael S. Sher, Michael W. Merrill, Robert L. Allen, Jr. (Chairman), Joseph T. Geller, and Gilbert R. Hoy, Jr.***

The Board of Selectmen is most pleased to present this 299<sup>th</sup> Annual Town Report. Calendar year 2004 not only witnessed advances on several critically important fronts, but on the verge of the Town's Tercentenary Anniversary, it was the year in which preparations for Brookline 300 came into full swing.

2004 saw Town Meeting's zoning approval for the 2 Brookline Place Project; the first same sex marriage ceremonies in the country; the tragic line of duty loss of Firefighter Irwin (Buzz) Gross; and the abatement of the fiscal crises of 2002 and 2003. As always, the challenges and opportunities that emerged for our community were as extensive and profound as ever.

Before elaborating on the year in more detail, a few words about the Town's budgetary status are in order. The Town Administrator's Report contains many specifics about Brookline's financial condition. From our perspective we are most pleased to be able to report that the Town did not have to curtail services during the state's financial downturn. Yes, certain budgetary accounts had to be cutback and some initiatives deferred, but essential services were kept in tact.

Our long range fiscal policies, a collaborative approach to collective bargaining, creative management of group health insurance, well timed restraints such as the hiring freeze, and many other measures contributed to Brookline's relative stability during the period of statewide turbulence. By way of example, during 2004 the Board of Selectmen:

- Appointed seven Patrol Officers
- Promoted eight Police Command Staff
- Appointed ten Firefighters
- Promoted one Fire Officer
- Oversaw the appointment of 41 personnel for positions in DPW, Library, Recreation, Health Services, Inspections, Information Technology and other administrative services.

When the Hiring Freeze was lifted in June 2004, the Board was able to critically review the need for each position to be filled. Further, appointments/promotions could be made with the full confidence that the budget would be able to support this level of staffing. In addition, the priority on capital improvements was maintained and acquisition of up to date equipment and technology was continued. Finally, considerable attention was given to citizen service needs, especially in the area of zoning administration. A comprehensive study was launched on all aspects of the zoning process, especially in regard to citizen information and participation.



All in all, 2004 was a year of transition, fortunately one from a period of financial stress to one of greater stability and service focus. Nowhere was this focus more pronounced than in the preparations for the Town's Tercentenary Anniversary, which has become known as Brookline 300.

### Brookline 300

Planning for Brookline 300 kicked into high gear in 2004. Robin Glazer was hired as the Town's Events Coordinator. A formal budget was adopted and fundraising goals set in place. Three citizen oversight committees were established. And, the overall program schedule was set in place.

### Budget and Fundraising

Brookline 300's resource requirements for a two-year period, inclusive of both preparation and implementation, were set at approximately \$325,000. This breaks out approximately as follows:

- \$150,000 for major events and town-wide programs, underwritten by a major donor fundraising campaign.
- \$133,000 for administrative support including events coordinator, interns, contractual services, etc. over two years, funded by balances in the Ryder Cup account.
- \$40,000 for non-profit, community-based programming supported through small donations administered by the Brookline Community Fund.

The following budget was adopted by the Board of Selectmen for the Town-funded major events (\$150,000) and administrative support (\$133,758). The community based programming supported by small donations is not reflected in this budget. However, an itemization of the first round of grants awarded by the Brookline Community Fund for this purpose is presented later in this section. As is presented in the budget below, about two-thirds of the \$150,000 for events/programs is earmarked for the Community Festival and Anniversary Day Event, with the largest portion of the balance targeted for legacy purposes. To the extent that the \$150,000 fundraising goal is exceeded, additional resources can be allocated for legacy activities.

BROOKLINE 300		ADMIN	EVENTS / PROGRAMS						
ACCT.#		TOTAL	TOTAL	Festival	Anniversary Day	Legacy*	Town Employee Celebration	Admin	Marketing
Salaries									
	Full Time Salaries	76,080	0	0	0	0	0	0	0
	Temporary Part Time Salaries	23,310	600	200	400	0	0	0	0
Salaries Total		99,390	600	200	400	0	0	0	0
Purchase of Services									
	Other Rentals / Leases		34,770	22,633	12,137	0	0	0	0
	Professional/Technical Services	20,000	21,760	4,760	17,000	0	0	0	0
	Wireless Communications		2,000	1,000	1,000	0	0	0	0
	Printing Services		22,150	3,250	2,000	8,900	0	0	8,000
	Advertising Services		17,820	5,750	5,750	0	0	0	6,320
	Entertainers/Lecturers		13,000	9,000	4,000	0	0	0	0
	E-Commerce Services		50	0	0	0	0	0	50
Services Total		20,000	111,550	46,393	41,887	8,900	0	0	14,370
Supplies									
	Office Supplies		1,950	0	0	0	0	1,950	0
	Special Program Supplies		24,900	3,850	2,050	14,000	5,000	0	0
Supplies Total		0	26,850	3,850	2,050	14,000	5,000	1,950	0
Other Charges									
	Contingency	14,368	11,000	6,000	5,000	0	0	0	0
Other Charges Total		14,368	11,000	6,000	5,000	0	0	0	0
TOTAL EXPENSES		133,758	150,000	56,443	49,337	22,900	5,000	1,950	14,370

\* Legacy total does not include \$50,000 for beautification or \$5,000 for education curriculum.

At the time the budget was voted, the \$150,000 fundraising goal from large donors was close to attained. The fundraising campaign had been guided by a loaned executive generously provided by the Development Office of Boston College. The fundraising pyramid and actual results at the time of the printing of this Annual Report are:

<b>Gift Pyramid</b>			
	<b># Expected</b>	<b># Received</b>	<b>\$ Amount</b>
<b>\$50,000+</b>	<b>0</b>	<b>0</b>	<b>\$ -</b>
<b>\$25,000 - \$49,000</b>	<b>2</b>	<b>2</b>	<b>\$ 53,125</b>
<b>\$10,000 - \$19,999</b>	<b>6</b>	<b>2</b>	<b>\$ 20,000</b>
<b>\$5,000 - \$9,999</b>	<b>12</b>	<b>7</b>	<b>\$ 35,000</b>
<b>\$1,000 - \$4,999</b>	<b>14</b>	<b>24</b>	<b>\$ 29,500</b>
<b>\$1 - \$999</b>	<b>0</b>	<b>14</b>	<b>\$ 3,500</b>
<b>\$ Received to Date:</b>			<b>\$ 141,125</b>
<b>\$ Expected:</b>			<b>\$ 150,000+</b>

### **Citizen Committees**

On August 10, 2004 the Board appointed three Committees to guide the major activities of Brookline 300. The Festival Committee, Chaired by Selectman Michael Merrill, is preparing for the community Festival scheduled for September 18, 2005. The Anniversary Committee is shaping the events on the weekend on which the actual anniversaries date of incorporation occurs, Sunday, November 13, 2005. The Brookline 300 Community Committee is providing general oversight and coordination as well as functioning as a forum for airing suggestions, concerns, and evaluating observations. The Committee members are:

#### **Community Committee**

Robert Allen, Selectman  
 Sheri Flagler, Preservation Commission  
 John Bain, Park & Recreation Commission  
 Werner Lohe, Conservation Commission  
 Vivien Goldman, Library Trustee  
 Edward Wang, Human Relations/Youth Resources  
 Bob Sneirson, Commission for the Disabled  
 Ruth Kaplan, School Committee  
 Jean Stringham, Historical Society  
 Dana Brigham, Brookline Booksmith  
 Betsy Dewitt, Brookline Community Fund  
 Kathleen Sheehy, Brookline Foundation  
 Devorah Shortsleeve, Brookline Rotary  
 David Marc Goldstein, TMMA  
 Gerald Parker, TMMA  
 Maria Bellata, Citizen  
 Judge Sumner Kaplan, Retired  
 Linda Rodriguez Hutson, Citizen  
 Janice Kahn, Brookline Neighborhood Alliance  
 Francine Berger, Commission for the Arts  
 Tim Sullivan, Employee Committee  
 Robin Glazer, Events Coordinator  
 Marge Amster, Commercial Areas Coordinator

#### **Festival Committee**

Michael Merrill, Selectman  
 Chou Chou Merrill, Flag Day Committee  
 Francine Berger, Arts Commission  
 Marcia Heist, TMM Precinct 9  
 Lisa Wong Clark, Brookline Bank  
 Sue Stein, Fire Opal  
 Bob Shuman Zaftig's  
 Daniel O'Leary, Chief of Police  
 John Green, Chief of Fire  
 A. Thomas DeMaio, Commissioner of Public Works  
 Alan Balsam, Health and Human Services Director  
 Jim Nickerson, Building Commissioner  
 Melissa Battite, Assistant Recreation Director  
 Olmanda Hernandez, Citizen  
 Caryn Mushlin, Citizen  
 Wendy Schreider, Citizen  
 Yvette Yelardy, Citizen  
 Millie Laby, Arts in the Park  
 Peg O'Connell, Brookline Open Studios

*Many residents attended the Brookline 300 planning meetings held at the Main Library's Hunneman Hall*





### **Anniversary Day Committee**

Robert Allen, Selectmen  
Nancy O'Connor, Park & Recreation Commission  
Anna Eleria, Conservation Commission  
Dennis DeWitt, Preservation Commission  
Larry Ruttman, Historical Society  
Robert Lynch, Recreation Director  
William Lupini, Superintendent of Schools  
Herbert Taymor, Veterans Representative  
Bill Riley, Veterans Representative  
Annmarie Cedrone, Veterans Services  
Jennifer Deaderick, Citizen  
Mary Harris, Citizen  
Janice Provencher, Citizen  
John Sweeney, Museum of Transportation



***Marge Amster , Commercial Areas Coordinator, discusses Brookline 300 programs with Dr. Robert Sperber***

### **Community Based Activities**

Thanks to the cooperation of the Town Clerk's Office, the 2004 Annual Town Census included informational and fundraising material for the community based efforts to be conducted by local non-profits with the administrative support of the Brookline Community Fund. Further evidence of the generosity of the Brookline citizenry this initiative exceeded its first year goal of \$25,000. The Brookline Community Fund awarded \$26,000 in Tercentennial Fund Grants to the following seven organizations:

#### **Brookline Preservation Commission**

\$3,000 to restore, preserve, and make historic photographs of Brookline widely accessible by creating an electronic archive using digital scanning

#### **Brookline Historical Society**

\$4,000 to design, produce and install 12 educational markers to be placed on historically significant public buildings and locations

#### **Visual Velocity**

\$4,500 to produce a 10-20 minute video highlighting the essential texture, beauty, and historical heritage of Brookline using local people and places

#### **A Shining Example**

\$2,000 to produce and market T-shirts and caps promoting Brookline 300, with the final sales proceeds to be donated to help fund other celebration projects

#### **Goddard House**

\$2,500 to support an oral history project in collaboration with the Brookline Senior Center using the StoryCorps model devised by National Public Radio

#### **Artbarn Community Theatre**

\$5,000 to write a script from and perform " The Brookline Trunk", a collection of stories about growing up in Brookline in the 1950's.

#### **Puppet Showplace Theatre**

\$5,000 to organize and produce a puppet procession with skits, working with other arts and culture organizations.

## **Town Employee Committee**

A Brookline 300 Employee Committee has also come together to organize long overdue employee recognition programs and to bring events to the community that further describe the special role of Town departments and personnel in the long tradition of providing quality services to those who reside, visit, and do business in Brookline. The Committee has organized the Town's first-ever employee recognition program for years of service to the community. Over 100 employees with 25 years of service or more are to be honored at three separate events during the course of the Tercentenary Year. As an example of highlighting service delivery, a DPW Open House is planned to exhibit the full range of DPW operations.

The Employee Committee members are:

Virgie Fitzgerald, Co-Chair  
Linda Hickey, Co-Chair  
John O' Leary, Police Department  
Bob Lynch, Recreation  
Ben Vivante, Web Master  
Julie Piacentini, Public Works  
Betty Friar, Fire Department  
Anne Clark, Schools  
Leslea Noble, Human Resources  
John Coulon, Health Department

Tim Sullivan, Print Shop  
Polly Selkoe, Planning  
Melissa Battite, Recreation  
Kate MacGillivray, Retirement  
Kathy Flannagan, Police Dept.  
Mary Murphy, Schools  
Janice McHugh, Schools  
John Dunlap, Human Resources  
Mary Clover, Procurement

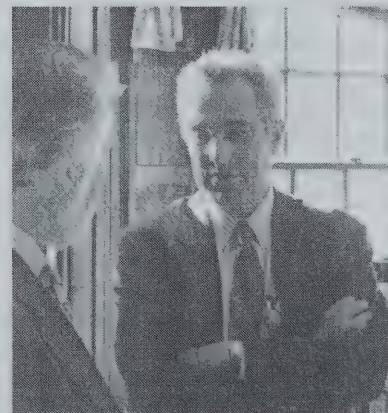
## **2004 Objectives**

In addition to taking full advantage of 2004 to plan for the upcoming Tercentenary Celebration, the Board of Selectmen adopted a very comprehensive set of objectives to guide its overall work for the year. These objectives are summarized below, giving a comprehensive review of much of the Board's agenda for the year.

1. To implement the recommendations of the Fiscal Policy Review Committee concerning reserves and capital financing, as part of the ongoing effort to retain the Town's Aaa credit rating.  
*The Board formally accepted the recommendations of the FPRC on April 27, 2004 and incorporated the Committee's recommendation into the FY2005 Financial Plan. The Town's Aaa credit Rating was renewed by Moody's Investors Service on April 2, 2004.*
2. To devise and implement budget cutback strategies in anticipation of continuing local aid cuts, such as the recently instituted hiring freeze, that are timely, flexible, preserve basic services, and maintain essential personnel to the fullest extent possible.  
*Ongoing.*
3. To work collaboratively with the Brookline Legislative Delegation for preservation of Local Aid; Beacon Street Funding; Muddy River funding; housing resources; adoption of Town special legislation; and support to cope with local aid cuts, such as new local option taxes, relief from costly mandates, and improvements in the administration of local government.  
*Home Rule Legislation for Pension Obligation Bonds, Increasing certain fine/ fees, and the Prudent Man Rule were passed by the Legislature. However, the Governor vetoed the Prudent Man Rule. Special legislation for the purchase of the Fisher Hill Reservoir and changing the Fire Chief appointment process failed to be enacted. Bills for the Prudent Man Rule and Fisher Hill acquisition will be refiled.*
4. To continue emphasis on emergency preparedness by providing high profile support for the Emergency Management Team and adequate resources for identified needs.  
*The Board accepted \$448,920 in Regional UASI funding on April 27, 2004. A citizens Emergency Response Program was established by the Town's Emergency Management Team.*
5. To continue effective oversight of capital projects already underway: Lawrence School, the Driscoll School, the Muddy River Restoration, open space projects, and street and sidewalk replacement.  
*Highlighting the CIP, the Lawrence School opened on schedule on September 9, 2004. The completely renovated facility was extremely well received by the faculty, parents and students.*



6. To ensure the implementation of capital projects still in planning: Beacon Street, Fisher Hill Reservoir Re-Use, Landfill Closing / Re-Use, including related corrective action, the Train Building (Health Dept.)/Town Hall renovations, the swimming pool structural reinforcements, and the Runkle School renovation.  
*All of these projects have remained on schedule.*
7. To support the development and implementation of an Action Plan as proposed in the Comprehensive Plan for its core recommendations to: (a) preserve and enhance Town neighborhoods (b) improve established commercial districts and public places (c) preserve diversity through doubling the rate of affordable housing creation (d) work regionally on transportation and economic development issues (e) maintain the Town's strong financial position and ability to provide high quality services.  
*The finalized CompPlan was submitted to the Board of Selectmen on December 14, 2004.*
8. To continue other strategic planning initiatives relative to Zoning By-Law Review, Recreation Vision, and other long-range needs that might be identified during the course of the year.  
*The Zoning By-Law review was completed and Recreation Vision has been launched.*
9. To continue proactive planning for private economic opportunities, such as 2 Brookline Place, that strive for the most effective balance of development, open space, transportation, neighborhood and community concerns.  
*Town Meeting voted favorable action on the required zoning changes and leasing authorization for 2 Brookline Place.*
10. To advance the preservation and production of affordable housing that will serve a diverse population and provide mixed-income housing opportunities throughout Brookline by: (a) augmenting contributions to the Affordable Housing Trust based on the adopted Free Cash Policy; (b) utilizing available Town funds to leverage additional public and private resources; (c) continuing efforts to retain the affordability of units subject to "expiring use" through proactive monitoring and development of response strategies as necessary; and (d) supporting the efforts of Town staff, Housing Advisory Board, Housing Opportunities Task Force, Brookline Improvement Coalition, Brookline Housing Authority, and other public, private and not for profit interests committed to providing affordable housing.  
*The net proceeds of the sale of the foreclosed property at 159 University Avenue in the amount of \$761,000 were completely turned over to the Affordable Housing Trust Fund.*
11. To continue to take all possible steps to avoid further erosion of the Town's tax base by tax-exempt organizations.  
*Boston University withdrew three separate appeals to the state Appellate Tax Board that had been filed to challenge the tax status of the properties in question.*
12. To expand and accelerate planning efforts for the "Brookline 300" Tercentennial Celebration, including fundraising and program development.  
*Described above.*
13. To sustain support of commercial areas through promotional events, celebrations, construction mitigation, and streetscape improvements.  
*The Commercial Areas Task Force met regularly and the Streetscape Improvement Project continues to advance.*
14. To complete the negotiation of equitable collective bargaining agreements, within the Town's ability to pay, including effective strategies for controlling the growth of group health costs while sustaining competitive benefits.  
*Accomplished. See Town Administrator's Report.*
15. To proceed with the appointment of a permanent Fire Chief.



**Selectman Joseph T. Geller**

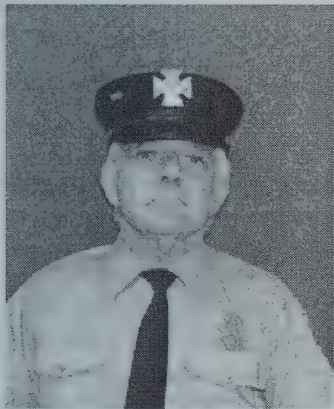
*Chief John Green was appointed effective July 1, 2004.*

16. To monitor non-emergency overtime in Police, Fire, and DPW to avoid end of year transfers.  
*Ongoing. Extended absences due to injuries by Firefighting personnel requiring particular attention.*
17. To pursue opportunities for further integrating administrative and technology support for public safety operations.  
*The Fire Department was awarded a \$143,500 grant from FEMA, of which \$43,000 was the Town's match, for the acquisition of an "in-apparatus" laptop system.*
18. To continue implementation of the IT Strategic Plan, many of which have been effectuated and have helped to improve the efficiency of Town/School operations.  
*Implemented a number of enterprise-wide applications, rolled out a new Student Information System for the School Department, and continued to have the ITAC review all major IT recommendations.*
19. To ensure continuation of the performance evaluation program for Department Heads and senior managers.  
*Town Administrator conducted evaluation of Senior Managers between June and August 2004.*
20. To work with the Human Resources Department to institute professional development programs for Department Heads and middle management.  
*Department Head professional development described in detail in Town Administrator's Report. Mid-management training commenced in 2005.*
21. To begin the license renewal process for Comcast and to continue aggressive monitoring of both Comcast and RCN service quality performance under the Cable Television licenses.  
*Ascertainment process completed. RFP issued to Comcast in December 2004.*
22. To aid and assist the build-out of a Brookline Access Television studio, resulting from relocation, by December 2004.  
*Studio fully relocated in December 2004.*
23. To continue emphasis on handicapped accessibility with ongoing support for the ADA Transition Team.  
*Update of Justice Department Consent Agreement carried out.*
24. To monitor progress of the Underground Wires Committee and ensure reporting on a timely basis.  
*Warrant Article to proceed with underground wiring failed at Town Meeting.*
25. To complete work on the Focused Residence Picketing Study Committee and report to Town Meeting as appropriate.  
*Proposal to extend By-Law adopted by Town Meeting.*
26. To conduct review of zoning-related administration and enforcement and assess specific recommendation for change.  
*Completed. See conclusion.*
27. To proceed with final implementation of approved plans for the re-use of St. Aidan's.  
*Board voted conservation restriction on September 28, 2004.*



## **Conclusion**

A handful of events in particular define the Town's experience with 2004. The Selectmen's Report would not be complete without taking note of them.



### **Firefighter Irwin "Buzz" Gross**

On April 30, 2004, 36-year veteran Firefighter Irwin Buzz Gross fell in a fatal accident from fire apparatus responding to an emergency call from Station 7. Firefighter Gross succumbed to his injuries on May 3, 2004. Buzz Gross was a seasoned and well-liked firefighter whose loss was felt by many, both inside the Fire Department and within the community. His funeral service at Temple Mishkan Tefila was attended by hundreds of fellow firefighters and many local and state officials including Lt. Governor Kerry Healy. A memorial fund for the benefit of his family was established jointly by the Board of Selectmen, the Fire Department, and IAFF Local 950. The incident was reviewed by the National Institute of Occupational Safety and Health. The NIOSH report had not been received at the time of preparing this Annual Report.

## **2 Brookline Place**

The redevelopment of 2 Brookline Place holds the promise of generating an economic boost for the existing businesses in Brookline Village and also of providing the Town with an additional \$1 million in tax revenue. Because a change in zoning was required along with a 95-year lease as part of a complex transaction to ensure the projected tax generation, Town Meeting approval was required. A two-thirds vote is necessary for any zoning change.

A special Town Meeting was held on March 4, 2004 to consider this proposal. While the project received a majority vote of 131 to 82 it failed the two-thirds requirement. However, a slightly modified version of the zoning change was re-filed for the Annual Town Meeting in June. The vote for the revised article exceeded the two-thirds requirement by a tally of 167 to 67, with three abstentions.

The redevelopment of 2 Brookline Place presents an unprecedented opportunity for community input, not only in the design of the building, but also in the conceptualization of improvements to the public spaces around the project itself. The Town's Comp Plan had identified this segment of Washington Street on lower Route 9 as a "Gateway" site requiring much more district planning. It is anticipated that a fully empowered Design Advisory Team will be established for the redevelopment of the site, and also that a Citizen Advisory Committee will guide the planning necessary for the Public Realm surrounding the 2 Brookline Place parcel.

## **Zoning Administration Study**

In January 2004, the Board of Selectmen voted unanimously to issue an RFP to retain a consultant to assist with a Zoning Administration Study. On March 8, 2004 the Board voted, again unanimously, to retain the Law Offices of Peter L. Freeman to carry out the project.

The principal consultant for the project was Attorney Janet Stearns. She, along with the Board, heard the comments from nearly 50 citizens who attended a June 23<sup>rd</sup> public hearing on the status of Town zoning. In addition to the comments provided at the hearing, Attorney Stearns interviewed additional citizens, Town officials, and zoning practitioners.

Based upon this comprehensive feedback and her own observations of Town zoning procedures, Attorney Stearns submitted an Issues Paper to the Board in November, and appeared before the Board on December 7, 2004 to present her findings. This report identified nearly 40 separate action items, organized into Six Issues Categories: Building Department; Design Review; Zoning Board of Appeals, Zoning Procedures; Zoning Enforcement; and Citizen Participation and Information.



Among the more far-reaching recommendations of the study were the adoption of formal Rules and Regulations by the Zoning Board of Appeals; creating a new professional Zoning Administration position; and reorganizing procedures for citizen notice. To address these and many other complex recommendations, the Board approved the proposal of the Town Administrator to establish a two-track implementation strategy. One track entailed the establishment of an interdepartmental process to engage all the involved Town agencies in a fashion that had never been done before. The other track involved the creation of a Citizen Implementation Monitoring Committee. This seven-person committee was charged with the two-fold mandate to monitor overall implementation progress and also to provide direction for the recommendations concerning citizen participation and information.

### **Flu Vaccine Shortage**

While a shortage in flu vaccines resolved itself by the end of the year, a crisis arose in the early Fall when it became known that a foreign producer of flu vaccine had to recall its product for safety reasons. The resulting shortage caused great concern nationally, particularly for the elderly and other potentially vulnerable populations.

Due to the foresight of Town Human Services and Human Resources Departments, Brookline was among the very first communities able to conduct a public vaccination campaign to inoculate the most vulnerable who were unable to arrange vaccination from another health provider. On October 28, 2004, the Health Department carried out a day-long vaccination program serving 605 elderly in a well-organized customer friendly atmosphere. A line extending more than 200 deep wound out the front doors of the Train Building well along the sidewalks of Pierce Street. The attentive staff and volunteer support, along with bright October sunshine, put the Brookline effort in sharp contrast with some of the more chaotic experiences that occurred in other area communities. As much as any other event in 2004, this captured the spirit of Brookline Town Government attempting to do its utmost in responding to the needs of the community it is constituted to serve.

### **World Series Trophy**

On November 30, 2004, Red Sox President and Brookline resident, Larry Lucchino, personally presented the World Series Trophy to the Board of Selectmen and the Brookline Community. This was a touching and unforgettable experience for all who attended. This visit to Brookline actually kicked off a tour of the trophy to cities and towns throughout New England.



*Richard J. Kelliher, Michael S. Sher, Michael W. Merrill, Stacey Lucchino, Larry Lucchino (Boston Red Sox President/CEO), Robert L. Allen, Jr., Gilbert R. Hoy, Jr., and Joseph T. Geller (right)*



In appreciation for the visit, the Selectmen issued the following Resolution:

**PROCLAMATION HONORING THE  
2004 WORLD CHAMPION BOSTON RED SOX**

WHEREAS, the Town of Brookline has been steadfast in its support of the Boston Red Sox, a proud neighbor of Fenway Park and over the years the home to many a Red Sox player; and

WHEREAS, too many Brookline residents have left this earth without hearing the phrase "World Series Champion Boston Red Sox", and

WHEREAS, the 2004 Red Sox become more than just a baseball team, but were history makers when they spotted the Yankees three games before running off eight consecutive wins including sweeping the St. Louis Cardinals to become World Series Champs; and

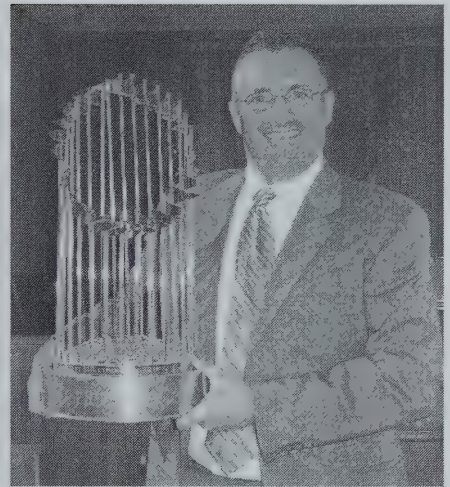
WHEREAS, Brookline native son Theo Epstein along with Brookline residents and Red Sox owners, John Henry and Larry Lucchino, gathered a group of self proclaimed "idiots" and turned them into a team of Champions; and

WHEREAS, the jokes have now ceased, the monkey is off the back of Red Sox Nation, the Curse has officially ended, and forgiveness is hereby granted to Pesky, Zimmer, Schiraldi, Torrez, Grady and even Buckner, and

WHEREAS, the Red Sox have now won more World Championships than the dreaded New York Yankees during the lifetime of all Brookline residents born after October 27, 2000,

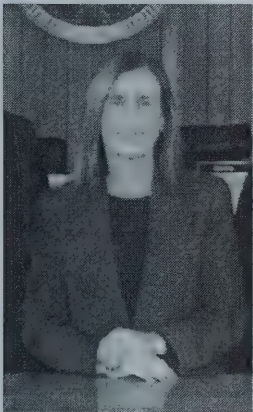
NOW THEREFORE, the Brookline Board of Selectmen, extends its heartfelt congratulations to the entire Red Sox organization for a season of joy capped by shocking the world and becoming World Series Champs, and

BE IT THEREFORE RESOLVED, that we, the Board of Selectmen, understanding that the World is now a better place, hereby proclaim the week beginning Sunday November 28, 2004, as BOSTON RED SOX WEEK in the Town of Brookline and ask all residents of the Town to sit back and enjoy knowing we no longer have to wait until next year.



**Chairman Robert L. Allen, Jr.**

**Selectmen Goldberg**



In April 2004, Deborah Goldberg presided over her final meeting as Chairperson of the Board of Selectmen. She served as Chair for two consecutive years, after first being elected to the Board in 1999. During her six year tenure on the Board, Selectmen Goldberg was involved with virtually every major issue which the Town addressed. She led the Bournwood Hospital Task Force, presided over the Commercial Areas Parking Committee, and was the Board's designee for the Public Safety Building Renovation. As Chair, she was especially involved with matters of budget and finance. The Town's Fiscal Policies and favorable credit rating were two items of which she was particularly proud. Her expertise in these areas will be greatly missed.

In May 2004, the Board welcomed back Michael W. Merrill, who was elected to fill the seat vacated by Chairman Goldberg. Selectman Merrill previously sat on the Board for nine years, from 1982 through 1985, and from 1990 through 1995, when he served as Chair for three years. Selectmen Merrill's experience and enthusiastic leadership are welcome additions to the Board.

We want to thank all those who contributed to the progress that marked 2004, particularly our fellow elected officials, the Town Administration, our workforce, our dedicated Boards and Commission, and the many, many volunteers who give so unhesitatingly of their talents and time. We sincerely thank all those who live and work here who expect only the highest standards from their Town government. The Board is hopeful that this Report for 2004 reflects our very best efforts to meet those expectations.



## TOWN ADMINISTRATOR

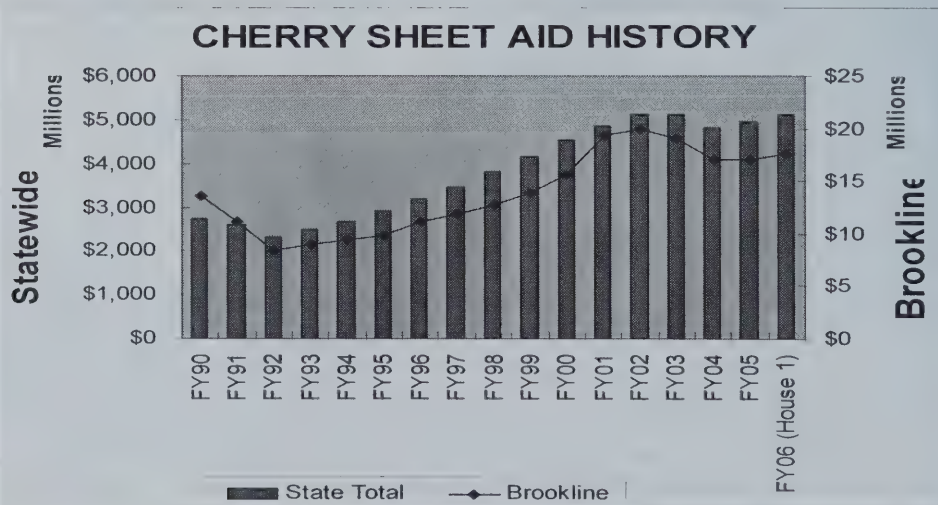
Richard J. Kelliher



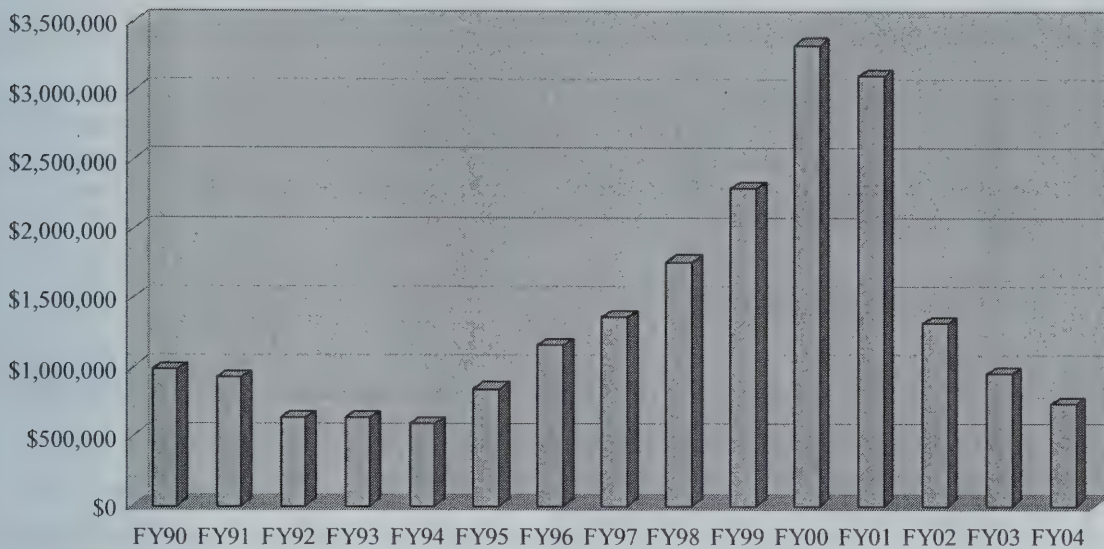
*Technology Operations Director Jon Snodgrass, Council on Aging Director Ruthann Dobek, Police Chief Daniel O'Leary, Fire Chief John Green, Comptroller Judith Haupin, and Associate Town Counsel Joslin Murphy at Senior Management Seminar September 30, 2004.*

My last two Annual Reports, for 2002 and 2003, necessarily emphasized the extremely difficult budgetary pressures of those years. A severe economic reversal beginning in 2002, and a corresponding State fiscal downturn placed Town budget preparations on a crisis footing. In a very compressed period of time, we had to manage a mid-year local aid cut, an overall state assistance rollback of \$2.7 million, and a decline in some key local activities that generate Town revenues.

Thankfully, 2004 brought a measure of stability to the Town's financial position. There were no local aid cutbacks in FY2005 and the Governor actually proposed a modest increase in Lottery Aid for FY2006. However, the structural shortfall caused by revenue restrictions, on the one hand, and fixed cost pressures such as group health, retirement, pensions, etc., on the other hand, will continue to exert stress on the budget.





**HISTORICAL GENERAL FUND INVESTMENT EARNINGS**

To date, the Town has been fortunate in avoiding work force reductions, cutbacks in essential services, and elimination of core programs. Our long-term approach to both control costs and to increase local revenues has avoided what has generally befallen most other municipalities. In October 2004, the Massachusetts Taxpayers Foundation had reported that local government in this State had experienced the worst job loss in the nation with a decline of well over 10,000 positions. Brookline did not have one budget-driven lay-off.

In 2004, the Town's long-term strategy for budget stabilization continued to revolve around controlling personnel costs, which account for close to 70% of the operating budget; establishing long-term contracts for goods/services; bolstering Town revenues through economic development; and by updating local receipts.

The Town's Financial Plan highlights the comprehensive approach taken to collective bargaining, particularly the interrelated factors of wage settlements and fringe benefits. Especially important was the cooperation of the labor unions in negotiating a multi-year settlement reflecting the Town's ability to pay.

Generally, the settlement patterns for FY04-06 ranged from 2% in year one, 2%-3% in year two, and 3.5%-4% in year three. The cumulative 8%-9% base wage increase over three years roughly broke down to 9% for teachers, 8.5% for public safety, and 8% for labor force and administrative personnel. Each settlement did provide additional compensation adjustments depending upon the particular needs of each unit, but these peripheral changes did not exceed .5% in any one year for any given bargaining unit.

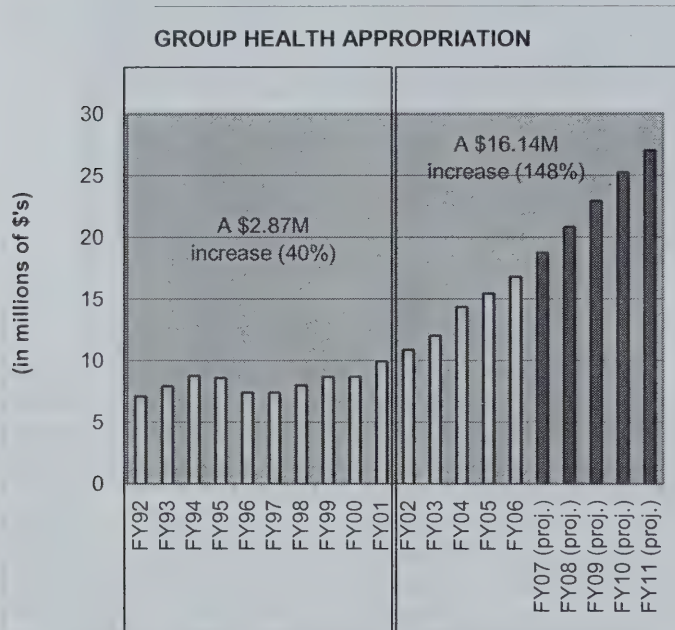
The two key factors in this strategy were locking in a 2% adjustment for all units in the first year, which was our most difficult budget year, and negotiating flexibility for our group health program. In exchange for these and other items, wage increases above the cost of living were negotiated for the third year (upcoming FY06) and the existing group health schedule of benefits was maintained, including \$5 office visit co-pays, prescription drug co-pays of \$5 and \$10, and ER co-pays of \$25.

With such limited wage adjustments in the early years of the labor agreements, across-the-board work rule and language concessions were not expected. Nevertheless, agreements were reached on some changes that allowed several important initiatives to proceed. The Police Union agreed to the establishment of a non-union Executive Officer position, AFSCME agreed to administrative changes that opened the way for the Public Safety Business Office, and teachers agreed to an additional instruction day.

As a result of these negotiations, the Town moved all of its employees, retirees, and their dependents under the coverage of a single provider, Blue Cross and Blue Shield of Massachusetts (BC/BS) on October 1, 2004. This

was the culmination of 18 months of effort involving competitive bidding, complex plan conversion, and intense labor negotiations. This change will result in the avoidance of \$6 million in health insurance costs over the next five years. In FY05 alone, the Town realized \$800,000 in savings, which was used to offset local receipt revenue losses and to bolster the School budget. Additionally, employees saved \$267,000 in payroll withholdings for their share of group health premiums.

Beyond the outright savings in FY05, BC/BS was able to hold the increase in premiums for FY06 to single digits. This two-year experience is remarkable in the Massachusetts municipal environment. For example, the state's largest municipal health purchasing consortium, with well over 100 members, is experiencing increases of 20% on average. The Town's two-year experience has helped enormously in providing the budgetary capacity necessary to support the wage adjustments deferred until FY06.



RATE CHANGE			
FY	BC / BS	HARVARD PILGRIM	BUDGET CHANGE
2001	20%	13%	\$1,250,000
2002	5%	1%	\$925,000
2003	5%	14.79%	\$1,150,000
2004	20%	17.56%	\$2,400,000
* 2005	-2%	20%	\$1,050,000
2006	10.3%	na	\$1,360,000
<b>Total</b>			<b>\$8,135,000</b>

\* While Hvd Pilgrim no longer offered as of 10/1/04, those employees who went from Hvd Pilgrim to BC/BS realized a 20% increase. Those enrolled in BC/BS realized a decrease of 2% for 8 months.

Despite the efforts to stabilize the Town's financial position the most recent Long Range Financial Projection points to a cumulative structural shortfall over \$8 million by 2010. This shortfall will hit the Brookline Public Schools particularly hard:

- In 2004 the Schools received an unanticipated windfall state grant under the Special Ed Circuit Breaker, which ultimately provided \$1 million in budget flexibility. This will not occur again.
- The Schools have added well over 100 staff positions in recent years. This trend has continued while enrollment has been declining.
- Even if staff expansion were to diminish, the double-digit growth of group health rates will unavoidably shift more of this cost to school budgets.

Of the \$3.1 million shortfall projected for FY07, \$2.27 million is allocable to school budget growth. This might likely prove to be the most formidable aspect of budget shortfalls in coming years.



LONG RANGE FINANCIAL PROJECTION - GENERAL FUND						
FY2006-FY2010						
	FY2006 EST	FY2007 EST	FY2008 EST	FY2009 EST	FY2010 EST	TOTAL CHANGE
<b>REVENUES</b>						
Property Taxes	\$124,540,213	\$129,328,619	\$133,975,557	\$138,758,915	\$143,663,711	\$19,123,498
Local Receipts	\$18,800,300	\$19,029,126	\$19,264,017	\$19,505,142	\$19,752,676	\$952,376
State Aid	\$17,636,724	\$17,826,873	\$18,017,295	\$18,207,995	\$18,398,979	\$762,255
Other Available Funds	\$7,933,797	\$8,138,372	\$7,561,127	\$7,501,830	\$7,642,171	(\$291,625)
Free Cash	\$4,606,534	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	(\$606,534)
<b>TOTAL REVENUE</b>	<b>\$173,517,567</b>	<b>\$178,322,991</b>	<b>\$182,817,996</b>	<b>\$187,973,882</b>	<b>\$193,457,537</b>	<b>\$19,939,970</b>
<b>EXPENSES</b>						
Municipal Services	\$54,550,090	\$56,721,665	\$58,674,404	\$60,468,461	\$62,008,995	\$7,458,905
School Services	\$56,267,124	\$60,075,874	\$62,862,374	\$65,527,374	\$67,962,374	\$11,695,250
Non-Departmental - Personnel Benefits	\$28,973,687	\$31,359,008	\$33,779,209	\$36,233,855	\$38,886,652	\$9,912,965
Debt Service	\$14,171,495	\$14,293,203	\$15,019,820	\$14,656,981	\$14,635,328	\$463,833
Revenue-Financed CIP	\$5,812,940	\$5,840,235	\$4,686,832	\$5,149,812	\$5,457,715	(\$355,225)
Reserve Fund	\$1,524,420	\$1,586,123	\$1,637,946	\$1,690,266	\$1,740,432	\$216,012
Non-Departmental - General	\$888,781	\$639,432	\$623,660	\$654,204	\$733,187	(\$155,595)
Non-Appropriated Expenses	\$7,939,029	\$8,060,479	\$8,222,465	\$8,388,501	\$8,558,687	\$619,658
<b>TOTAL EXPENSES</b>	<b>\$170,127,567</b>	<b>\$178,576,020</b>	<b>\$185,506,709</b>	<b>\$192,769,453</b>	<b>\$199,983,370</b>	
<b>SURPLUS / (DEFICIT) - BEFORE COLL BARG</b>	<b>\$3,390,000</b>	<b>(\$253,029)</b>	<b>(\$2,688,713)</b>	<b>(\$4,795,571)</b>	<b>(\$6,525,833)</b>	
TOWN COLLECTIVE BARGAINING	\$1,650,000	\$1,400,000	\$1,210,000	\$1,000,000	\$1,020,000	
SCHOOL COLL BARGAINING	\$1,740,000	\$1,490,000	\$1,270,000	\$1,040,000	\$1,060,000	
<b>TOTAL COLLECTIVE BARGAINING</b>	<b>\$3,390,000</b>	<b>\$2,890,000</b>	<b>\$2,480,000</b>	<b>\$2,040,000</b>	<b>\$2,080,000</b>	
<b>TOTAL EXPENSES INCLUDING COLL. BARG.</b>	<b>\$173,517,567</b>	<b>\$181,466,020</b>	<b>\$187,986,709</b>	<b>\$194,809,453</b>	<b>\$202,063,370</b>	<b>\$28,545,803</b>
<b>TOTAL DEFICIT AFTER COLL. BARG.</b>	<b>\$0</b>	<b>(\$3,143,029)</b>	<b>(\$5,168,713)</b>	<b>(\$6,835,571)</b>	<b>(\$8,605,833)</b>	<b>(\$8,605,833)</b>



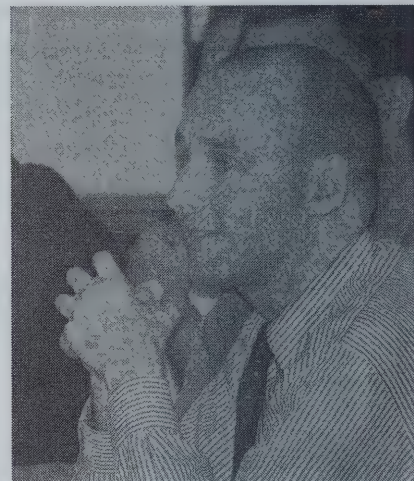
*Deputy Director Planning and Community Development, Jeff Levine; Director Planning and Community Development, Robert Duffy; Director Parks and Open Spaces, Erin Chute-Gallentine; Police Chief, Dan O'Leary; and Assistant Town Administrator, Jennifer Grams attended the Professional Development Session June 17, 2004*

## **Professional Development**

The unavoidable preoccupation with budget pressures in 2002 and 2003 curtailed our efforts to address professional development needs during that period. Fortunately, in 2004 we were able to return to professional development to a much greater extent than the recent past. The Professional Development Committee was reconstituted, a Management Development Framework was developed, and a formal program was implemented.

The members of the Professional Development Committee are:

Patrick Cafferty, Chief Information Officer  
Ruthann Dobek, Council on Aging Director  
John Dunlap, Human Resource Director  
David Geanakakis, Chief Procurement Officer  
Lester Geary, Highway Director  
Daniel O'Leary, Chief of Police  
Andrew Pappastergion, Water/Sewer Director  
Peter Rowe, Asst. Superintendent of Schools Adm. & Finance  
David Turner, Town Counsel  
Richard Kelliher, Town Administrator



***Human Resources Director,  
John Dunlap***

The Committee created a Management Development Framework "to encourage and support the development of best practices in the identification, planning, delivery, and evaluation of Management learning opportunities". The purpose of this Framework is not to supplant technical credentialing or competency training in the various professional fields of local government such as law enforcement, assessing, public health, etc. Rather, this Town-based program is based on the following principles:

- To embed the concept of learning in the day-to-day work environment.
- To provide managers with access to appropriate learning opportunities in order to develop the skills and knowledge they need to work effectively and efficiently.
- To support the development of personal competence and job satisfaction, motivation, and morale.
- To clarify the roles and responsibilities of those involved in the learning process.
- To ensure all managers have a formal discussion regarding their development at least annually, resulting in a personal development plan.
- To contribute to the individual's personal and career development.
- To ensure that training and development is planned, delivered, and monitored on the basis of equality of access.
- To foster organizational cohesion.

The first professional development session was held on June 17, 2004. The Committee presented its overall Framework to the entire Senior Management Team. Dean of the School of Management of Boston University, Louis Lataif (also a Brookline resident), was the keynote speaker. He reviewed contemporary perspectives on professional management within their evolutionary contexts. He also provided comments on the Town professional development initiative and generally endorsed the approach taken.

A second professional development session was held on September 30, 2004. This topic cut across all five of the Modules constituting the overall program, especially Cooperative Skills, Technology, and Managing Change. The focus of this session was the emergence of public sector performance management systems, led by the CitiStat program in the City of Baltimore.

The keynote speaker was Boston Police Commissioner Kathleen O'Toole. The group discussion on CitiStat was led by Phineas Baxandall of the Rapport Institute of the Kennedy School of Government. The overall program was facilitated by public sector management consultant Jim Pritchard, formerly of the Boston Management Consortium.





*Deputy Superintendent for Administration and Finance Schools, Peter Rowe; Dr. William Lupini, School Superintendent; and Alan Balsam, Health Department Director at the second professional development session September 30, 2004.*

Commissioner O'Toole focused her remarks on the Boston Police Department's approach to managing safety and security issues around the Democratic National Convention. Underlying the Commissioner's appearance at this session was the reality that local police agencies have already been on the leading edge of performance management systems. The NYC Police Department "ComStat" program was the first nationally prominent initiative of this kind. The NYPD efforts were the prototype for the more government-wide CitiStat initiative.

Following a presentation of the CitiStat program, all the participating Department Heads and Senior Staff members engaged in a facilitated discussion about

performance management in our own organization and how a program like CitiStat might be applicable in Brookline. The following outline was used to guide discussions:

#### **Themes Underlying Systems Such as CitiStat:**

##### **Deep Inquiry into Municipal Problems ("What gets watched gets done")**

- It's not just collecting data, but digging into the data to find out how things work and how they can be improved; (relentlessly focusing on the details)
- Capturing trends, issues, patterns and depicting them on charts, graphs, and digital maps.
- Working at both the micro level (one issue, one neighborhood, one department) and the macro level (multiple, connected issues, the whole town, the whole town government).
- Understanding better what our mission is – how what we do makes a difference to citizens.

##### **Getting All The Principals In The Room**

- Lots of pointed questions are asked to try to understand and unravel the problem at hand.
- "No bull" discussions based on actual facts and results, not generalizations or platitudes.
- Ideas and support are offered to help solve the problem.

##### **Interdepartmental Coordination for problems that defy one-department solutions**

- Breaking down the silo mindset.
- Forming teams to track, and eventually solve, problems that involve multiple departments.
- Clarifying overlapping jurisdiction.
- Understanding the natural tensions between line and staff functions.
- Sharing data once held within individual departments.

##### **Accountability for improved performance**

- Making sure everyday operations take place in a rational, informed, business like fashion.
- Reviewing progress frequently, not once a year.
- Putting the spotlight on areas needing improvement.
- Recognizing good performance and success in solving problems.

##### **Experimental, Learn-By-Doing Mindset**

- Starting with the data you have and going as far as you can go with it.
- Trying out lots of different measures to capture the real impact of services – the things citizens actually care about.
- Reinventing the process with every department.



## **Senior Management Team**

The performance of the Town Administration is not simply based on system improvements. The Town is extremely fortunate to have a most capable group of Department Heads and Senior Administrators. Professionally and personally, I am privileged to call them colleagues. As is the case each year, 2004 saw change in several senior administrative positions. Some were the outcome of ongoing transitions. Others resulted from reorganization efforts. Either way, we welcome all these members to our Senior Management Team.



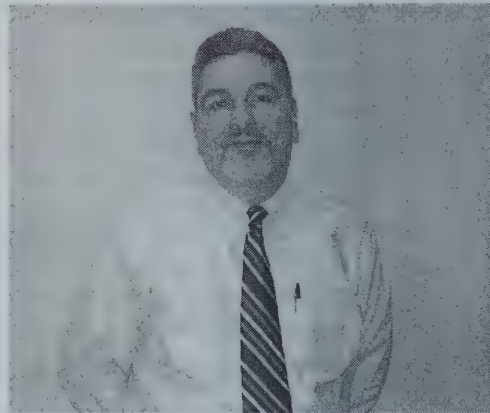
***Chief John Green***

### **Fire Chief**

On June 22, 2004 the Board of Selectmen appointed Deputy Chief John Green as Chief of Department effective July 1, 2004. Chief Green succeeded Interim Chief Peter Skerry, to whom we extend our very best wishes on his return to the position of Deputy Chief. Chief Green has served 28 years in the Brookline Fire Department, functioning in all aspects of the Department including Suppression, Training, and Prevention. Chief Green received the unanimous endorsement of a Screening Committee, aided by the management-consulting firm, Municipal Resources, Inc. The Screening Committee included Liza Zankman, Senior Vice President, Human Resource B.I. Deaconess Hospital; Judith Smith, Executive Recruitment Consultant; John Bergeron, Former Lexington Fire Chief; and Concord Fire Chief, Kenneth Willete.

### **Police Executive Officer**

On September 7, 2004 the Selectmen named Police Captain Robert Mello as the first executive officer of the Brookline Police Department. This position has the actual job title of Superintendent of Police. Superintendent Mello has 24 years of experience with the Brookline Police Department including command of the Patrol Division and Detective Division along with having been in charge of Internal Affairs. The position grew out of a long-sought reorganization to establish a clear second in command for the Department. As part of the contract settlement reached with the Police Union, a negotiated agreement allowed the establishment of this position outside of the Collective Bargaining unit. Superintendent Mello will assume command of the Department in the Chief's absence and will participate in all labor relations matters.



***Police Executive Officer, Robert Mello***



***Public Safety Business  
Manager, Anthony Ansaldi***

### **Public Safety Business Manager**

Another long sought change was the creation of a Public Safety Business Office to combine much of the separately conducted administrative work of the Police and Fire Departments. Again, settlement agreements as part of the Police and AFSCME contracts opened the door for this consolidation. The Fire and Police Chiefs jointly recommended Anthony Ansaldi as the first appointee to hold position of Public Safety Business Officer. Anthony had worked for five years in the Middlesex County Sheriff's Office. Prior to that he worked for the State Department of Revenue. In this new combined position he will provide budget, Information Technology, and administrative support for both Chiefs and will oversee unified payroll, procurement, and other functions.





**Economic Development  
Officer, Catherine Cagle**

### **Economic Development Officer**

Catherine Cagle was appointed on December 14, 2004 as the Town's second Economic Development Officer. Catherine was recommended by a Screening Committee comprised, not only with representatives from the Board of Selectmen and Economic Development Advisory Board, but also with professional participation by Richard Henderson of Mass Development; Beth Rubenstein, Cambridge Deputy City Manager for Planning; and Dana Brigham of Brookline Booksmith. Catherine had spent eight years with the City of Waltham Planning Department most recently as Deputy Director. Prior to that experience she had worked as a professional landscape design/architect with private sector firms.

Finally, my deepest appreciation is extended to the staff of the Selectmen's Office. Whether fielding citizen inquiries or solving complex municipal issues, they are a credit to this community and to the local government profession. Brenda Costello, Joanne Conneely, and Donna Martinez routinely meet the daily challenges of public service with polite determination. Assistant Town Administrator, Jennifer Grams and Deputy Town Administrator, Sean Cronin are extraordinarily skilled and committed. Of course, the person who keeps us all moving in the same direction, at the right time, with the correct speed is the Assistant to the Town Administrator, Patty Parks. Her grace and competence are felt throughout the entire organization. Thanks to them, our Department Heads, and all our fellow employees for making 2004 another successful year for Brookline Town Government.

## TOWN MODERATOR

Edward (Sandy) Gadsby

This is my 11<sup>th</sup> annual report since first being elected Moderator. I am pleased to report that the high degree of participation of Town Meeting Members in these proceedings has continued over the years.

The Annual Town Meeting in June was highlighted by the adoption of a \$172.5 million budget for fiscal year 2005. A total of 62 Town Meeting Members, over one-fourth of the total membership, spoke during the course of a full evening of deliberation on the budget. This indicates a healthy interest and involvement of our TMMs in this most important of Town Meeting's functions. The other major event of this meeting was the approval of the zoning amendments and other actions necessary for a bioresearch laboratory to be built on the B-2 parcel in Brookline Village. Having been defeated at a prior Town Meeting, this proposal was brought back by a group of Precinct 6 citizens and, this time around, overcame articulate and impassioned opposition. After hearing from 28 speakers, Town Meeting approved the project by a vote of 167 to 67, well over the two-thirds required.

At the Fall Town Meeting, the principal agenda items were the creation of the Graffam-McKay Local Historic District in North Brookline, a proposal to construct a wireless telecommunications tower on the grounds of the Walnut Hill Cemetery, and debates on proposals relating to underground utility wiring, the expansion of the recycling by-law and corporal punishment. Each of these proposals encountered a somewhat different fate. The Graffam-McKay Local Historic District was unanimously approved; the cell tower proposal was referred to a Moderator's Committee; the underground wiring proposal, which had been extensively and capably studied by a citizen's committee, was narrowly defeated; the recycling by-law proposal was amended and adopted; and the corporal punishment resolution was defeated by roll call vote after a strenuous debate.

The amendment of the recycling proposal consisted of the elimination by Town Meeting of a prohibition of trash scavenging. This amendment went against the advice of the Board of Selectmen, the Advisory Committee and the Town Administration. This is a good example of the independence of Town Meeting and of the fallacy of the argument that Town Meeting is a rubber stamp for entrenched powers.

I had the opportunity to appoint one Moderator's committee as a result of the action taken on the South Brookline telecommunication facility proposal. This Committee consists of:

Robert Allen, Jr.	Chairman of the Board of Selectmen and a Precinct 16 Resident
Dorothy Baldini	Trustee of Walnut Hills Cemetery, greenspace advocate, Precinct 16 resident
Geoff Cohen	TMM – 11, telecommunications consultant and member of the Town's IT Advisory Committee
Merrick Cohen	TMM – 16, and a 25 year veteran of the telecom industry
Mary Duggan	President of the Putterham Women's Golfers' Association
Janice Kahn	TMM – 15 and a telecom issue advocate
Jay Mitchell	Former Director of the Massachusetts Lottery and Precinct 15 resident
Joshua Safer	Nominee of the South Brookline Neighborhood Association, B.U. Medical School faculty member and Precinct 15 resident
Robert Simmons	Lieutenant, Brookline Police, and a member of the Park and Rec. Commission
Richard Wheeler	TMM – 16, attorney and former house counsel to telecommunications company

This Committee was asked to make recommendations as to location and type of wireless facility at the 2005 Annual Town Meeting. However, given the complexity and difficulty of the issues involved, these may not be forthcoming until the 2005 Fall Town Meeting.

I take this opportunity to pay tribute to the Committee on Town Organization and Structure (CTOS), which I appoint and which is ably chaired by Jean Berg. CTOS quietly deals with issues, such as an elected vs. appointed Planning Board, that relate to the way our Town government operates, and its recommendations are important and respected.

Finally, I express my customary gratitude and that of the Town to the Advisory Committee, which I also appoint, and which is led by Harry Bohrs, chair, and Ned Wishinsky, vice chair. This Committee deliberates and makes recommendations with respect to all matters that come before Town Meeting and carries out its duties with an extraordinary amount of dedication, long hours and hard work.



## ADVISORY COMMITTEE

Harry K. Bohrs, Chair

### Organization and Function

Massachusetts General Laws, Chapter 39, Section 16 states that “every town whose valuation for the purpose of apportioning state tax exceeds one million dollars shall, and any other town may, by law, provide for the election or the appointment and duties of appropriation, advisory or finance committees, who shall consider any or all municipal questions....”

The Brookline Advisory Committee, in accordance with Town by-laws, shall consist of not fewer than 20 nor more than 30, established, registered voters of the Town. At least one elected Town Meeting member is appointed from each of the sixteen precincts, plus up to eight additional Town Meeting members and up to six members-at-large. This makes the Brookline Advisory Committee one of the largest of such committees in the Commonwealth. The Brookline Advisory Committee is somewhat unique in that it functions not only as a Finance Committee, but also as an Advisory Committee. As such, it advises the Town through its recommendations to Town Meeting, on matters ranging from Town finances and re-zoning to capital projects and collective bargaining. The Advisory Committee reports to Town Meeting with its written recommendations on such matters in the printed warrant that is mailed to all Town Meeting members. The Advisory Committee is the only authority that may approve transfers from the Reserve Fund, which is established to deal with unforeseen or emergency expenditures.

The Chair of the Advisory Committee appoints each member to serve on a subcommittee, working closely with members to determine which subcommittee will best suit their background and interest. The Chair selects a member from each subcommittee to serve as its Chair.



**Advisory Committee**

Below is a listing of current subcommittees with the areas to which each is responsible and its Chair:

ADMINISTRATION AND FINANCE: Advisory Committee, Conditions of Appropriation, Debt and Interest, Finance, Information Technology, Selectmen, Town Clerk, and Unclassified. (Chaired by Stanley L. Spiegel)

CAPITAL: Building, Capital Improvements Program, Public Works, and Recreation. (Chaired by Charles Moo)

HUMAN SERVICES: Council on Aging, Health, Human Relations-Youth Resources, Library, and Veterans' Services. (Chaired by Estelle Katz)

PERSONNEL: Collective Bargaining, Human Resources, and Personnel Benefits. (Chaired by Ronny Sydney)

PLANNING AND REGULATION: Economic Development, Legal Services, Planning and Community Development, Zoning. (Chaired by William Powell)

PUBLIC SAFETY: Police and Fire. (Chaired by Harry Bohrs)

SCHOOLS: (Chaired by Sean Lynn-Jones)

## **2004 Issues**

In 2004, the Advisory Committee considered a broad array of financial and other issues on behalf of Town Meeting. The Advisory Committee met 33 times to prepare its recommendations for the Annual Town Meeting and the Special Town Meetings. In addition, the subcommittees met 36 times to hold public hearings, which enabled both supporters and opponents of various issues to express their views. The subcommittees reported to the full Advisory Committee to allow the Advisory Committee to fully take into account public sentiment in its final decision making process.

The Advisory Committee spent approximately three months crafting its version of the Town's \$172.5 million budget. From mid-February through mid-May, the full Committee met twice a week to hear and discuss subcommittee recommendations. The Committee listened to the requests and concerns of boards and commissions, Town officials and citizens, balanced these views, and prepared and submitted to Town Meeting a detailed budget recommendation in the form of the Annual Appropriation article.

During 2004 the Advisory Committee prepared and presented to Town Meeting comprehensive reports on a number of complicated warrant articles. Topics included the future of the B-2 Parcel and St. Aidan's Church, a proposal to place utility wires underground, the issue of focused residence picketing, a plan to place a telecommunications antenna in South Brookline, a variety of zoning issues, and collective bargaining agreements.

Members served on a number of special committees including a committee established by the Moderator to study and develop recommendations on Town Meeting Procedures. Members of the Advisory Committee actively participated on committees appointed by the Board of Selectmen to develop recommendations on Underground Wires, Wireless Communications, Focused Residence Picketing, the Comprehensive Plan, the Zoning Bylaw, the Open Space Plan, and Landfill Reuse. Members served on a number of design review committees. Members also served on several standing Town committees including the Labor Advisory, Town/School Partnership and Audit Committees.

## **Membership**

Harry Bohrs was unanimously re-elected to serve as the Chairman of the Committee and Neil Wishinsky was unanimously re-elected to serve as Vice Chairman.

With great regret, we accepted the resignations of Nancy Daly, Gerard Hayes, Mary Johnson, and Jonathan Karon, who was elected to the School Committee. We extend our warm thanks for their dedicated and able service to the Advisory Committee and wish them well.

We want to extend special thanks to Nancy Daly who served on the Advisory Committee for almost eight years and served as Chair of the Committee for three of those years (July 2000-July 2003). Nancy demonstrated great leadership skills and extraordinary dedication to the community. We will miss her intelligent and thoughtful input, as well as her extraordinary sense of humor.

We welcomed new members Francis Caro and Janice Kahn. In just a short time, these new members have made a valuable contribution to the Committee.

The Advisory Committee will continue to work diligently on behalf of Town Meeting to carefully consider all matters that will impact the Town and make recommendations it considers to be in the best interest of the Town and all of its residents.



## TOWN MEETING

### Summary of Actions Taken

#### Special Town Meeting March 4, 2004

##### ARTICLE ONE

Amendment to Zoning By-Law with respect to the Village Square General Business District G-2.0 (VS) (Planning Board). A motion of Favorable Action, to approve zoning changes for the Village Square General Business District allowing a research laboratory for scientific or medical research, a two-thirds vote required, was Defeated by a Roll Call Vote of 131 In Favor, 83 Opposed and 4 Abstentions.

##### ARTICLE TWO

Special legislation authorizing the Town to lease certain town owned land. (Planning Board). A motion of No Action was Passed by a Majority Vote.

##### ARTICLE THREE

Authorization of the Board of Selectmen to lease any part or portion of the property generally known as Lot A in the B-2 Parcel, shown as Parcel 1 in Block 138 on Sheet 29B of the Town's 2001 Assessor's Atlas, now or hereafter owned by said town, for a period not to exceed ninety-five (95) years, to Village Plaza Limited Partnership or its designee, upon such terms and conditions as the Board of Selectmen shall determine to be in the best interests of the town, including terms and conditions regarding the payment of real estate taxes or payments in lieu of real estate tax obligations. (Planning Board). A motion of No Action, was Passed by a Majority Vote.



**Annual Town Meeting  
June 1, 2004**

**ARTICLE ONE**

Appointment of Measurers of Wood and Bark (Selectmen). A motion of Favorable Action, to establish that the number of Measurers of Wood and Bark be two, to be appointed by the Board of Selectmen, was passed by a Unanimous Vote.

**ARTICLE TWO**

Approval of Collective Bargaining Agreements. (Human Resources) A motion of Favorable Action, to appropriate and fund by transfer \$184,280 to fund the collective bargaining agreement with the Brookline Police Association, was Passed by a Counted Vote of 207 In Favor and 4 Opposed. A further motion of Favorable Action, to appropriate and transfer \$355,443 to fund the collective bargaining agreements with AFSCME Council 93, Local 1358, the Staff Association of the Public Library, the Brookline Engineering Division Associates and the International Brotherhood of Teamsters, Local 25 (Emergency Telecommunications Dispatchers), was Passed by a Counted Vote of 207 In Favor and 4 Opposed.

**ARTICLE THREE**

Annual Authorization of Compensating Balance Agreements. (Treasurer/Collector) A motion of Favorable Action, to authorize the Town Treasurer, with the approval of the Board of Selectmen, to enter into Compensating Balance Agreements for FY2005, was passed by a Unanimous Vote.

**ARTICLE FOUR**

Report on the Close-out of Special Appropriations. (Selectmen) A motion of Favorable Action, to rescind debt for the Main Library bond authorizations, totaling \$500,000 and reduce the appropriation for renovations to the Main Library, authorized as Item #88 of Section 12 of Article 4 of the 2000, to \$10,825,094, was Passed by a Unanimous Vote.

**ARTICLE FIVE**

Approval of Unpaid Bills of a Prior Fiscal Year. (Selectmen) A motion of No Action was Passed by a Unanimous Vote.

**ARTICLE SIX**

Acceptance of Legislation to Increase Property Tax Exemptions. (Assessors) A motion of Favorable Action, to establish an additional property tax exemption for FY2005 which shall be uniform for all exemptions, in accordance with Section 4 of Chapter 73 of the Acts of 1986, as amended by Chapter 126 of the Acts of 1998, and accept said Section 4, as amended, was Passed by a Unanimous Vote.

**ARTICLE SEVEN**

FY2004 Budget Amendments. (Selectmen) A motion of No Action was Passed by a Unanimous Vote.

**ARTICLE EIGHT**

Annual Appropriations Article. (Selectmen) A motion of Favorable Action, for the FY2005 budget with total appropriated expenditures of \$164,488,226, was Passed, as Amended and Separately Voted, by a Unanimous Vote.

**ARTICLE NINE**

Sale of 154 University Road. (Director of Finance) A motion of favorable Action, to authorize the Finance Director to sell and the Board of Selectmen to execute, acknowledge and deliver 154 University Road, for consideration not less than \$575,000, was Passed by a Two-thirds Vote.

**ARTICLE TEN**

Amendment to the Town By-Laws, Article 3:11 – Department of Finance – Removal of Information Technology. (Selectmen) A motion of Favorable Action, to amend Article 3.11 by deleting reference to Information Services, was Passed by a Unanimous Vote.

**ARTICLE ELEVEN**

Legislation to Increase the Expenditure Cap on Chapter 44, Section 55E ½ Revolving Funds. (Selectmen) A motion of Favorable Action, to increase the expenditure cap on Chapter 44,



Section 53E ½ Revolving Funds, was Passed by a Majority Vote.

## **ARTICLE TWELVE**

Amendment to Zoning By-Laws with Respect to the Village Square General Business District G-2.0 (VS). (Steve Pratt-Otto) A motion of No Action was Passed by a Majority Vote.

## **ARTICLE THIRTEEN**

Special Legislation Authorizing the Town to Lease Certain Town Owned Land. (Steve Pratt-Otto) A motion of Favorable Action, authorizing the Board of Selectmen to petition the General Court for authorization for the Town of Brookline to lease certain land generally known and referred to as Lot A in the B-2 Parcel, was Passed by a Majority Vote.

## **ARTICLE FOURTEEN**

Authorization of the Board of Selectmen to lease any part or portion of the property generally known as Lot A in the B-2 Parcel. (Steve Pratt-Otto) A motion of Favorable action, to authorize the Board of Selectmen to enter into a sale-leaseback arrangement for certain land generally known and referred to as Lot A in the B-2 Parcel for a period not to exceed 95 years, was Passed by a majority Vote.

## **ARTICLE FIFTEEN**

Amendment to the Town's By-Laws – New Article 7.12 Undergrounding Utilities. (Underground Wire Committee) A motion of Favorable Action, to refer the subject matter under Article Fifteen for further study and a report back to the November 2004 Special Town Meeting, was Passed by a Unanimous Vote.

## **ARTICLE SIXTEEN**

Resolution to Encourage Parents and Caregivers of Children to Refrain from the Use of Corporal Punishment. (Ronald Goldman) A motion of Favorable Action, to indefinitely postpone the subject matter under Article Sixteen, was Passed by a Counted Vote of 105 In Favor and 78 Opposed.

## **ARTICLE SEVENTEEN**

To determine whether or not Putterham Meadows should be subject to Article 97 of the Articles of Amendment to the Massachusetts Constitution. (Michael Berger, Alisa Jonas,

Robert Murphy) A motion of No Action was Passed by a Unanimous Vote.

## **ARTICLE EIGHTEEN**

Reports of Town Officers and Committees. (Selectmen) Reports were heard from the Housing Advisory Board, the Moderator's Committee on Community Electricity Franchising, the Committee on Town Organization and Structure, the CDBG Advisory Committee and the Moderator's Committee on Town Meeting Procedures.

## **Special Town Meeting**

**June 2, 2004**

### **ARTICLE ONE**

Proposed Amendment to Zoning By-Law and Map Establishing a New General Business Medical Research (GMR-2.0) District and Special District Regulations and New Principal Use 36B. Research Laboratory for Scientific and Medical Research. A motion of Favorable Action was Passed by a Roll Call Vote of 167 In Favor, 67 Opposed and 3 Abstentions.

## **Special Town Meeting**

**November 16, 2004**

### **ARTICLE ONE**

Approval of unpaid bills. (Selectmen) A motion of Favorable Action, to authorize the payment of two bills totaling \$2,092.10, was Passed by a Unanimous Vote.

### **ARTICLE TWO**

Approval of Collective bargaining agreements. (Human Resources Board) A motion of Favorable Action, to appropriate and fund by transfer \$8,994, to fund the collective bargaining agreement with AFSCME Local 1358, School Traffic Supervisors, was Passed by a Majority Vote.

### **ARTICLE THREE**

FY2005 Budget Amendments. (Selectmen) A motion of Favorable Action, to amend the FY2005 Budget, Item #21 – School Department by adding \$396,400 and Item #22 – Employee Benefits b) Group Health by deleting \$800,000 and by appropriating \$568,739 for the rehabilitation of streets, was Passed by a Unanimous Vote.

#### **ARTICLE FOUR**

Amendment to Town By-Laws – establish a new By-Law creating the Information Technology Department. (Selectmen) A motion of Favorable Action, to create a new by-law establishing an Information Technology Department, was Passed by a Unanimous Vote.

#### **ARTICLE FIVE**

Amendment to Town By-Laws – removing fee schedules of certain departments. (Town Counsel) A motion of Favorable Action, to remove the fee schedules for the Town Clerk and the Building Department, was Passed by a Unanimous Vote.

#### **ARTICLE SIX**

Amendment to Article 8.17 of the Town By-Laws – Focused Residence Picketing. (Selectmen) A motion of Favorable Action, to extend the termination provision of Article 8.17 to June 30, 2006, was Passed by a Unanimous Vote. Furthermore, it was resolved that the Selectmen continue the Advisory Committee on Focused Residential Picketing and request the Committee continue to investigate alternatives to, narrowed versions of, and the continuing need for Article 8.17, by a Unanimous Vote.

#### **ARTICLE SEVEN**

Amendment to Town By-Laws – establish Article 7.12 – Undergrounding Utilities. (Underground Wires Committee) A motion of Favorable Action, to create a new by-law governing underground utilities, was Defeated.

#### **ARTICLE EIGHT**

Amendment to Article 8.16 of the Town By-Laws – Recycling Waste Materials – require all Brookline residents to recycle. (Solid Waste Advisory Committee) A motion of Favorable Action, to amend Article 8.16 by establishing mandatory recycling, was Passed, as Amended, by a Unanimous Vote.

#### **ARTICLE NINE**

Amendment to Article 3.8 of the Town By-Laws – Building Department - new section requiring the Building Department to provide homeowners with an information bulletin on the Home Improvement Contractor Law (HICL). (Petition of Scott Gladstone) A Resolve, that certain

consumer rights information be provided to homeowners when applying for a building permit, was Passed by a Unanimous Vote.

#### **ARTICLE TEN**

Amendment to Article 5.6 of the Town By-Laws – Preservation Commission and Historic Districts – creation of the Graffam-McKay Local Historic District. (Preservation Commission) A motion of Favorable Action, to establish the Graffam-McKay Historic District, was Passed by a Counted Vote of 202 In Favor and 1 Opposed.

#### **ARTICLE ELEVEN**

Authorize a Land Lease at the Walnut Hills Cemetery for a Telecommunications Antenna. (Police Chief and Fire Chief) A motion of Favorable Action, to refer the subject matter under Article Eleven to a Moderator's Committee for report back to the 2005 Annual Town Meeting, was Passed by a Majority Vote.

#### **ARTICLE TWELVE**

Discontinuance of a Portion of Reservoir Road. (Department of Public Works) A motion of Favorable Action, to discontinue a portion of Reservoir Road, was Passed by a Unanimous Vote.

#### **ARTICLE THIRTEEN**

Acceptance of Massachusetts General Laws, Chapter 41, Section 81A – establish an elected Planning Board. (Petition of Gary Jones) A motion of Favorable Action, to refer the subject matter under Article Thirteen to the Committee on Town Organization and Structure for report back to the 2005 Annual Town Meeting, was Passed by a Majority Vote.

#### **ARTICLE FOURTEEN**

Legislation to Offer to the Owners of Two and Three Family Dwellings to Rent Units to Low or Moderate-Income Households. (Petition of Linda Dean and Martin Rosenthal) A motion of Favorable Action, for the Board of Selectmen to establish a committee to study the subject matter under Article Fourteen for report back to the 2005 Annual Town Meeting, was Passed by a majority Vote.



## ARTICLE FIFTEEN

Legislation to Establish a Public Safety Injured on Duty (IOD) Medical Expenses Trust Fund. (Finance Department) A motion of Favorable Action, to authorize the Board of Selectmen to file a petition with the General Court authorizing the Town to establish an injured on duty trust fund, was Passed by a Unanimous Vote.

## ARTICLE SIXTEEN

Amendment to Section 4.07 of the Zoning By-Law – Table of Use Regulations – amend Principal Use 6. (Department of Planning and Community Development) A motion of Favorable Action, restricting frontage in local business districts for residential use, was Passed by a Unanimous Vote.

## ARTICLE SEVENTEEN

Amendment to Section 4.07 of the Zoning By-Law – Table of Use Regulations – amend Principal Use 33A. (Department of Planning and Community Development) A motion of Favorable Action, to delete the special permit exception for supermarkets and grocery stores, was Passed by a Counted Vote of 182 In Favor and 1 Opposed.

## ARTICLE EIGHTEEN

Amendments to Section 4.08 of the Zoning By-Law – Affordable Housing – required affordable units. (Department of Planning Community Development) A motion of Favorable Action, clarifying the calculation of affordable units, was Passed by a Unanimous Vote.

## ARTICLE NINETEEN

Amendment to the Zoning By-Law – Establishment of a New Section 3.03 – Interim Planning Overlay District. (Department of Planning and Community Development) A motion of Favorable Action, to create a new by-law establishing Interim Planning Overlay Districts, was Passed by a Two-Thirds Vote.

## ARTICLE TWENTY

Amendments to the Zoning By-Law with respect to the Zoning map. (Petition of Richard Benka) A motion of No Action was Passed by a

Unanimous Vote. A motion of No Action was Passed by a Unanimous Vote.

## ARTICLE TWENTY-ONE

Resolution Supporting the Overhaul of the Two-Hour Parking Ban, with Targeted and Codified Priorities. (Petition of Martin Rosenthal) A motion of No Action was Passed by a Unanimous Vote.

## ARTICLE TWENTY-TWO

Resolution to Encourage Parents and Caregivers of Children to Refrain from the Use of Corporal Punishment. (Petition of Ronald Goldman) A motion for Resolve, to encourage parents and caregivers to refrain from corporal punishment, was Defeated by a Counted Vote of 73 In Favor and 75 Opposed with 26 Abstentions

## ARTICLE TWENTY-THREE

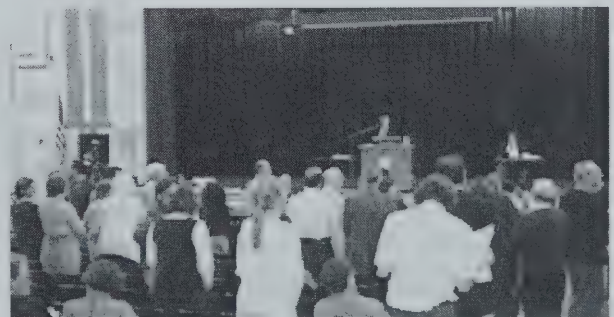
Dedication of a Memorial Sign at Thorndike and Harvard Streets in Memory of Maxwell Adler. (Veterans Services) A motion of Favorable Action was Passed by a Unanimous Vote.

## ARTICLE TWENTY-FOUR

To Name the Playground Now Known as Coolidge Park the Judge Sumner Z. Kaplan Playground and Park. (Petition of Thomas Robinson) A motion of Favorable Action was Passed by a Unanimous Vote.

## ARTICLE TWENTY-FIVE

Reports of Town Officers and Committees. (Selectmen) Reports from the Committee on Town Meeting Procedures and the Board of Selectmen's report on Home Rule legislation were heard.



2004 Town Meeting Attendance			
PRECINCT	NAME	Eligible	Attended
3	ABRAMS, Robert T.	6	5
5	ALLEN, Richard	6	6
AL	ALLEN, Robert L.	6	6
5	AMES, Charles C.	6	6
5	AMES, Kathleen L.	6	6
1	AMES, Peter J.	6	3
6	ANDERSON, Catherine C.	6	6
15	ANDREADIS, Anthony T.	6	6
11	ARISTA, Roberto E.	6	5
10	ARNFELD, Leo	6	4
10	ARNFELD, Lorraine N.	6	4
12	AXELROD, Carol S.	6	5
4	AXELROD, Sarah T.	6	6
11	BAIN, Dixon	6	5
4	BAIN, John T.	6	6
9	BART, Eleanor J.	6	3
9	BART, Walter J.	6	3
14	BASILE, Beverly A.	6	5
15	BASILE, Robert W.	6	6
6	BASSETT, John	6	6
6	BELL, Dorothy C.	6	6
13	BENKA, Carla Wyman	6	5
13	BENKA, Richard W.	6	5
16	BERGER, Eileen Connell	6	6
16	BERGER, Michael	6	5
9	BIRNBAUM, Benjamin	6	6
10	BLOM, Dorothy E.	6	6
13	BLOOD, Roger F.	2	2
3	BOHRS, Harry K.	6	6
8	BOLON, Craig	6	3
15	BOYER, Burton	6	4
14	BRADFORD, JR., Standish	6	6
15	BRAUN, Helen O.	6	6
4	BRICKMAN, Edith R.	6	6
2	BRODSKY, Richard O.	6	5
13	BROOKS, Deborah G.	6	6
9	BURSTEIN, Michael A.	6	6
8	CARO, Carol B.	5	5
8	CARO, Francis G.	6	6
12	CHILDS, Maurice F.	6	6
2	CHIN, Kenneth W.	6	5
10	CHIPMAN, Abram	1	1
3	CHRISTIAN, John L.	6	6
1	CLOUSE, Melvin E.	6	6
12	COHEN, Bruce B.	6	5

PRECINCT	NAME	Eligible	Attended
12	COHEN, Deborah K.	5	5
11	COHEN, Geoff Alex	6	6
15	COHEN, Merrick L.	5	5
7	COHEN, Susan F.	5	5
3	CONNORS, Patricia A.	6	6
6	CONQUEST III, Arthur W.	6	6
12	COOKE-CHILDS, Lee	6	6
4	COOPER, Ingrid E.	6	6
12	COOPER, Marc L.	4	4
12	COTNEY, David James	6	6
10	COUGHLIN, William J.	6	6
14	COX, Julia D.	6	4
5	CRAIG-OLINS, Elizabeth	6	5
7	CROWLEY, Christopher J.	6	6
2	DAISY, Stephen R.	6	5
12	DALY, Nancy A.	6	6
5	DAVES, Robert S.	5	5
10	DAVIS, Jonathan H.	6	6
10	DAVIS, Linda M.	6	6
14	DEAN, Linda C.	6	6
16	DELANY, Elias S.	6	6
10	DeVORE-PARKS, Carolyne	6	6
5	DeVRIES, Robert H.	6	6
3	DEWART, Mary D.	6	6
3	DEWART, Murray	6	6
5	DeWITT, Betsy	6	6
13	ERDMANN, Nancy Hutchinson	4	3
1	EVANS, Russell B.	6	5
11	FABIAN, Leslie B.	6	6
4	FARLOW, Frank W.	6	6
4	FARLOW, Martha A.	5	5
7	FEINMAN, Marvin A.	6	6
14	FELDMAN-RUMPLER, Leslie	6	6
9	FEUER, Jeannette	6	6
13	FINE, Jonathan S.	6	6
13	FISCHER, Andrew	6	6
16	FRAWLEY, Regina M.	6	6
8	FRIEDMAN, Franklin	5	5
14	FRIEDMAN, Harry K.	6	6
14	FRIEDMAN, Paula K.	5	5
2	FRIEDMAN, Robin	1	0
AL	GADSBY, Edward (Sandy)	6	6
16	GALLITANO, Thomas J.	6	6
10	GARFUNKEL, Jon	2	2
AL	GELLER, Joseph T.	6	6
15	GELLER, Marvin N.	6	6



PRECINCT	NAME	Eligible	Attended
4	GERDTS, Nadine	6	6
16	GERTE, Albert	5	5
7	GILLER, Phyllis D.	6	5
16	GLADSTONE, Scott C.	6	6
AL	GOLDBERG, Deborah B.	1	1
16	GOLDBERG, Susan J.	6	6
8	GOLDEN, Jack	6	6
8	GOLDEN, Joyce DesRoches	1	1
8	GOLDSTEIN, David-Marc	6	6
7	GOLDSTEIN, Elizabeth (Betty)	6	6
14	GOLDSTEIN, Kenneth M.	5	5
12	GRAND, Jonathan H.	6	6
4	GRANDFIELD, Dorothy E.	1	1
14	GREGSON, Annette	5	5
5	GROSS, Betsy Shure	6	6
15	GUZELIAN, Nancy Diane	6	5
14	HALL, John L.	6	4
15	HARDING IV, L. Branch	1	1
4	HARRINGTON, Kevin	6	6
5	HARRIS, Mary J.	6	6
9	HEIST, Marcia M.	6	6
8	HELLER, Nancy S.	6	5
10	HENRY, Wendy B.	6	4
5	HERTZMARK, Joan	1	0
4	HEYWOOD, Sarah A.	1	0
1	HIGGINS, Thomas T.	6	6
11	HINDS, Isabella	6	5
8	HOFELLER, Edward D.	6	5
11	HOMER, Joanne P.	6	5
13	HOY, Francis Charlton	6	6
AL	HOY, Gilbert R.	6	6
6	HUMPHREY, Systke V.	6	5
16	HYMAN, Julian E.	6	6
8	JACOBSON, Kenneth D.	6	6
14	JOHNSON, Mary F.	4	4
1	JENNINGS, Clare A.	5	2
16	JONAS, Alisa G.	6	6
3	JONES, Gary D.	6	5
9	JOZWICKI, Barr A.	6	5
9	JOZWICKI, Joyce	6	5
2	KAHL, Christopher A.	5	5
15	KAHN, Janice S.	6	6
13	KALIKOW, Donna R.	6	5
1	KANES, Stephen R.	6	4
8	KARON, Jonathan A.	1	1
8	KARON, Melissa Daley	1	1

PRECINCT	NAME	Eligible	Attended
13	KAPLAN, Ruth L.	6	6
7	KATZ, Estelle	6	5
7	KATZ, Paul M.	6	6
7	KATZ, Pauline Ponnie	6	5
11	KNABLE, Bobbie M.	6	5
10	KOCH, Christopher A.	5	3
3	KOFF, Laurence Kragen	6	6
16	KOOCHER, Gerald P.	6	5
9	LANG, Kevin E.	6	6
6	LAPLANTE, Virginia W.	6	5
1	LEBOW, Frederick S.	6	6
10	LEVINE, Frederick E.	4	4
14	LEVITAN, Fred	6	6
2	LEVY, Richard J.	6	6
2	LIANIDES-CHIN, Barbara A.	6	5
1	LIEFF, Karen D.	6	6
11	LINDQUIST, Gwentyth Pritchard	6	6
14	LIPSON, Roger R.	5	5
6	LISS, Kenneth Marc	5	5
2	LISS, Lisa E.	6	6
14	LODISH, Pamela C.	6	6
13	LOHE, Werner	6	6
11	MACDONALD, Bradley A.	6	5
5	MACDOUGALL, Sarah Sally	6	4
3	MADDEN, Nancy F.	6	6
2	MANNION, Lea J.	6	6
12	MARGOLIS, Harry S.	6	5
3	MARTIN, Lois J.	5	5
2	MASON, Judith E.	6	6
5	MATTISON, Hugh	6	6
13	MAYNARD, J. Michael	6	6
12	McAVOY, Maura M.	6	6
4	McCARRELL, Sharon L.	6	6
2	McNALLY, Rita K.	6	6
7	MELLETT, Elizabeth M.	1	1
12	MERMELL, Jesse Renee	3	3
14	MERRILL, Chou Chou	6	5
AL	MERRILL, Michael W.	6	6
12	MEYERS, Judy	6	6
3	MILLER, Renee	1	1
16	MITCHELL, Jay	6	5
14	MITTEL, Shaari S.	6	6
9	MOORE, Bruce	6	5
1	MORSE, Stephen R.	6	5
4	MULHANE, John T.	6	6
16	MURPHY, Robert W.	6	6

PRECINCT	NAME	Eligible	Attended
15	NANGLE, Richard	6	5
7	NOVICK, Emily	6	6
2	O'BRIEN, Barbara A.	6	6
6	O'DONNELL, Kerry	6	5
5	O'LEARY, Phyllis R.	6	6
5	OLINS, Andrew M.	6	6
6	PARKER, Gerald	6	5
9	POWELL, William B.	6	5
9	RABINOVITZ, Stanley N.	6	6
9	RADLO, Shirley	6	6
7	RAINE, Alden S.	6	5
15	RANDOLPH, Barbara	1	0
8	RAVITZ, Randall Evan	6	6
6	REED, Thomas A.	1	1
2	RICHMOND, Edward L.	6	6
14	RILEY, William J.	1	1
1	ROBBINS, Michael	6	6
2	ROBINSON, Dann	1	1
4	ROBINSON, Joseph E.	6	2
4	ROBINSON, Thomas C.	6	4
1	ROH-WEITER, Shiyong	6	4
8	ROLL, Evelyn Ayash	6	6
10	RONEN, Naomi	4	2
10	ROSENBAUM, Bernice	6	6
9	ROSENSTEIN, Harriet	6	6
9	ROSENTHAL, Martin R.	6	6
12	ROSS, A. Joseph	1	1
11	ROTMAN, Ary	6	0
15	ROURKE, Jr., James C.	6	6
15	RUDMAN, Deborah D.	6	6
7	SABLE, Sloan K.	6	6
1	SCHEMMER, John A.	6	5
12	SCHLESINGER, Laura B.	6	6
13	SCHNOOR, Roberta K.	6	6
8	SCOTTO, Barbara C.	6	6
16	SELIB, Michael S.	6	6
13	SENECAL, Barbara M.	6	5
13	SENTURIA, Margaret (Peg)	6	6
3	SHAPIRO, Gregg David	6	5
6	SHAW, Maxine Denyse	6	6
1	SHAW, Parkman	6	5
AL	SHER, Michael S.	6	6
11	SHIELD, Joel D.	6	5
7	SHON-BAKER, Rita S.	5	3
11	SIDOR, Monica	5	5
1	SLOVER, Loretta	6	6

PRECINCT	NAME	Eligible	Attended
AL	SMIZIK, Hon. Frank Israel	6	6
6	SNEIDER, Ruthann	6	6
6	SPERBER, Edith W.	6	6
6	SPERBER, Robert I.	6	6
2	SPIEGEL, Diana Lees	6	6
8	SPIEGEL, Samuel	6	5
2	SPIEGEL, Stanley L.	6	6
10	SPINGARN, Alexandra Sandy	2	2
14	SPUNT, Palma Zordan	6	5
14	SPUNT, Shepard A.	6	5
8	STOCK, Sara	5	5
3	STONE, Rebecca E.	6	6
3	SULLIVAN, Joanne M.	6	5
7	SWARTZ, Sally	6	6
10	SYDNEY, Ronny M.	6	6
11	TOLKOFF, Josh	6	4
3	TRACHTENBERG, Myra R.	6	6
10	TRAISTER, Michael S.	5	5
4	TRIETSCH, David M.	6	6
13	VanSCOYOC, John R.	6	6
5	von KRUSENSTIERN, Lenore K.	6	6
12	von LICHTENBERG, Sandra M.	6	6
3	WADLEIGH, Jonathan M.	6	6
AL	WARD, Patrick J.	6	6
13	WARNER, Donald A	6	6
6	WARREN, Henry B.	6	6
11	WAX, Robert M.	1	0
11	WAYNE, Stanley	6	6
10	WEINBERG, Sidney	6	6
12	WEITZMAN, Donald C.	6	6
11	WENC, Karen	6	6
6	WESTPHAL, Christine M.	6	6
16	WHEELER, Richard H.	6	6
15	WHEELER, William Morton	5	5
14	WHITNEY, Victoria M.	1	0
1	WILLIAMS, Susan H.	1	1
4	WILLIAMSON, Kate H.	6	6
4	WINTER, Francis J.	6	5
5	WISHINSKY, Neil A.	6	6
2	WOLFF, Bruce	5	5
1	ZELNICK, Pamela S.	6	4
7	ZISKEND, Alan Robert	5	5
7	ZISKEND, Seymour A.	6	6
TOTALS		1483	1369



## **RESOLUTIONS PASSED IN 2004**

### **1. Focused Residential Picketing –**

Be it Hereby Resolved, that the Town Meeting requests that the Selectmen continue the Advisory Committee on Focused Residential Picketing and request that the Committee continue (i) to investigate various improvements, refinements, alternatives to, narrowed versions of, and the continuing need for Article 8.17.

### **2. Home Improvement Contractor Law –**

RESOLUTION FOR THE PROVISION OF CERTAIN CONSUMER RIGHTS  
INFORMATION TO HOME OWNERS APPLYING FOR BUILDING PERMITS

NOW, BE IT RESOLVED that Brookline's representative Town Meeting requests that:  
The Building Department use its best efforts to make available to all homeowner applicants for a building permit to perform residential contracting services an information bulletin (or other sources of information) procured from the Massachusetts Office of Consumer Affairs or other state agency, which describes the homeowner's rights under the Home Improvement Contractor Law, Massachusetts General Laws Chapter 142A ("HICL").

### **3. Resident Permit Parking –**

WHEREAS: Residents of some streets and neighborhoods in Town have expressed a clear interest in a Resident Permit Parking program that would allow residents to park on their own streets or in their own neighborhoods during the day for periods of longer than two hours;

WHEREAS: The Town commends the Transportation Board for its hard work in analyzing the current regulations relating to day-time parking on the Town's streets;

WHEREAS: The Town thanks the Petitioners for bringing the issue of the two-hour parking ban before Town Meeting;

WHEREAS: The Department of Public Works and the Police Department have expressed a willingness to work toward an expanded Resident Permit Parking Program;

WHEREAS: It is the will of Town Meeting that this resolution should in no way be construed as expressing a view on the overnight on-street parking ban in Brookline; and

WHEREAS: Town Meeting recognizes that the demand for resident on-street parking during the day must be balanced with other important quality of life considerations, such as curb-to-curb snow plowing, litter control, and pedestrian safety and security;

NOW THEREFORE: Town Meeting hereby calls upon the Transportation Board:

- (a) To implement a Resident Parking Permit Program within six months; and
- (b) To provide for Resident Parking Permits on specific streets or in neighborhoods wherein residents have petitioned the Transportation Board; and
- (c) To report to Town Meeting in one year on the implementation of the Resident Permit Parking Program, presenting the results of the Transportation Board's own analysis, as well as that of the Police Department and the Department of Public Works; and
- (d) To ensure that Brookline residents and owners of business establishments are informed of the procedures to petition for resident parking permits and to apply for temporary exemptions to the two-hour rule, including exemptions for moving operations, construction activities, guests or visitors, healthcare providers, and childcare providers; and
- (e) To review all existing signage regarding the two-hour parking limit.

## SUMMARY OF RESOLUTIONS ADOPTED BY TOWN MEETING REQUIRING ACTION BY THE SELECTMEN OR TOWN DEPARTMENTS

TOWN MTG.	ART. #	RESOLUTION SUMMARY	ACTIONS TAKEN
May 2001 Annual	20	Calls on the Great and General Court to support statewide legislation banning the use of cellular telephones while operating a motor vehicle.	The Resolution was sent to members of the Court, the Governor, the Attorney General, the Executive Office of Public Safety, and to every Board of Selectmen and Mayor.
May 2001 Annual	22	Calls on the Town's Preservation Commission to investigate the designation of the St. Aidan's Church property as an historic district.	The Preservation Commission conducted its investigation and made its recommendation for the establishment of a St. Aidan's Historic District.
May 2001 Annual	23	Supports the abolition of the death penalty and the passage of the Innocence Protection Act.	The Resolution was sent to death penalty abolition leaders, the Governor, the Town's legislative delegation, and President of the United States.
Nov. 2001 Special	16	Calls on the General Court to adopt legislation requiring all school buses to be fitted with three-point lap and shoulder restraints by July, 2003. Also, calls upon the Town's representatives in such matters to research and arrange compliance.	Copies of the Resolution were sent to each member of Brookline's legislative delegation asking that it be brought to the attention of the Ways and Means Committee and other appropriate legislative bodies and officials.
May 2002 Annual	13	Calls on the Town's Zoning By-Law Commission to conduct an investigation into the issue of "Mansionization".	Referred to the Zoning By-Law Commission for Review.
Nov. 2002 Special	21	Calls on the appointment of a Selectmen's Committee to conduct an investigation into the Town's options regarding the elimination of overhead wiring along public streets.	A Committee was appointed and reported its findings to the 2003 Annual Town Meeting. The Committee filed a warrant article for 2004 Annual Town Meeting, which received a No Action vote.
Nov. 2002 Special	1	Supports the opposition of any U.S. attack on Iraq and requests that the Board of Selectmen transmit this resolution to our congressional delegation.	Copies of the resolution were sent to the Town's legislative delegation and Federal representatives.
May 2003 Annual	16	Calls on the Comp Plan Committee to consider the use of tax policies to enhance the Town's commercial tax base. Calls upon the legislative delegation to file a bill to review the state's tax classification limit and small business exemption.	The Comprehensive Plan Committee review included consideration of tax policies. Copies of the Resolution were sent to Brookline's legislative delegation asking that it be filed as a bill.
May 2003 Annual	17	Seeks the revocation and elimination of provisions of the USA PATRIOT Act, the Homeland Security Act, and other Executive Orders that are deemed to diminish civil liberties.	Resolution was posted in public places and sent to the Norfolk County D.A., State Police, the Town's legislative delegations, the State Attorney General, Governor, the local U.S. Attorney, the U.S. Attorney General, and the President of the U.S.
Nov. 2004 Special	6	Requests the continuation of the Advisory Committee on Focused Residential Picketing, with further investigation related to the Focused Residence Picketing By-Law.	The sunset date of the By-Law was extended to June 30, 2006. The Committee will be continuing its work and reporting to a future Town Meeting.
Nov. 2004 Special	9	Requests the Building Department to provide homeowner applicants for a building permit to perform residential contracting services information describing the homeowner's rights under the Home Improvement Contractor Law.	Building staff distribute initial information packets provided by the State Office of Consumer Affairs to homeowners at on-site inspections. Information is also available at the Building Department on the 3 <sup>rd</sup> floor of Town Hall.
Nov. 2004 Special	21	Calls upon the Transportation Board to implement a Resident Parking Permit Program within six months; provide for resident Parking Permits on streets or neighborhoods as petitioned; report to Town Meeting in one year; and to take other related actions.	The Transportation Board adopted an approach which has been appealed to the Board of Selectmen and is currently under review.



## GENERAL GOVERNMENT

### TOWN CLERK

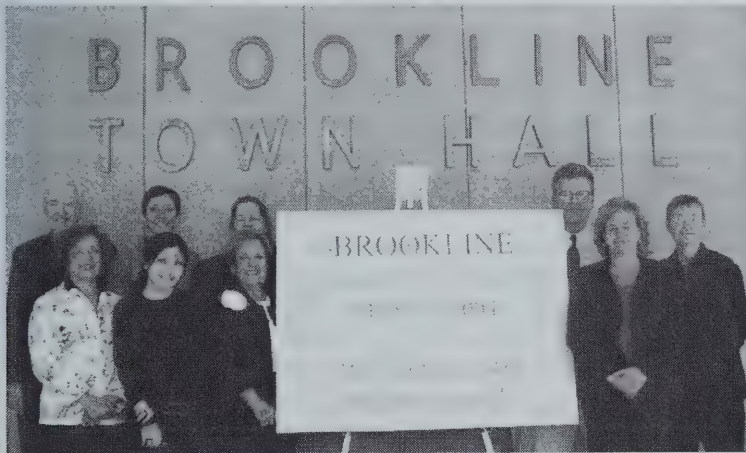
Patrick J. Ward

On Tuesday, March 2, 2004, the Presidential Preference Primary was held. Polling Places were open from 7:00 A.M. to 8:00 P.M. A total of 8,357 of the 32,676 eligible registered voters in the Town, or 25.6%, participated in this primary.

Town Meeting Members convened for a Special Town Meeting held at Brookline High School's Roberts-Dubbs Auditorium at 7:00 P.M. and dissolved at 10:51 P.M., on Thursday, March 4, 2004 in order to complete the business of the three article Warrant. A significant action taken at the special meeting was the defeat of zoning changes for the Village Square General Business District allowing a research laboratory for scientific or medical research.

On Tuesday, May 4, 2004, the Annual Town Election was held. Polling Places were open from 7:00 P.M. to 8:00 P.M. A total of 5,595 of the 33,132 eligible registered voters in the Town, or 16.9%, participated in this election.

On Monday May 17, 2004, as a result of *Goodridge v. Massachusetts Department of Public Health*, same-sex marriage became legal in Massachusetts. On that historic day the Office of the Town Clerk received 76 intentions of marriage from same-sex couples. Throughout 2004, 189 intentions of marriage were received from same-sex couples and 187 marriage licenses were issued to same sex couples.



***Town Clerk Patrick J. Ward and staff gathered around the poster signed by many same sex couples that filed marriage intentions on May 17, 2004.***

Town Meeting Members convened for the Annual Town Meeting, held at Brookline High School's Roberts-Dubbs Auditorium, at 7:00 P.M. on Tuesday, June 1, 2004. The Annual Meeting was adjourned to Wednesday, June 2, 2004 and dissolved on Thursday, June 3, 2004 at 9:30 P.M., in order to complete the business of the eighteen article Warrant. A significant action taken at the meeting was the approval of the FY2005 budget with total appropriated expenditures of \$164,713,226 for the Town of Brookline including:

- \$400,000 for plans and specifications for the remodeling and reconstruction of the Stephen Glover Train Memorial Health Building;
- \$1,000,000 for the rehabilitation of streets;
- \$1,000,000 for the remodeling and reconstruction of the Evelyn Kिरrane Aquatics Center (Municipal Pool); and
- \$745,000 for the Muddy River Flood Control, Water Quality, Habitat Enhancement and Historic Landscape Preservation Project.

Other actions taken at the Annual Meeting included:

- Approval, appropriation and transfer of \$184,280 to fund the collective bargaining agreement with the Brookline Police Association;
- Approval, appropriation and transfer of \$355,443 to fund the collective bargaining agreements with AFSCME Council 93, Local 1358, the Staff Association of the Public Library, the Brookline Engineering Division Associates and the International Brotherhood of Teamsters, Local 25;
- Debt rescission for renovations to the Main Library, authorized under Article 4 of the 2000 Annual Town Meeting of \$500,000;
- Establishment of an additional property tax exemption for FY2005 for surviving spouses, veterans, the blind and elderly;
- Authorization to the Finance Director to sell 154 University Road for not less than \$575,000;
- Amended the Town By-Laws to delete reference of the Division of Information Services from the Department of Finance;
- Authorization for the Board of Selectmen to petition the General Court to increase the expenditure cap on Chapter 44, section 53E ½ Revolving Funds; and
- Authorization for the Board of Selectmen to petition the General Court to lease Town owned land known as Lot A in the B-2 Parcel.

Town Clerk Patrick Joseph Ward asked for a moment of silence after reading the roll call of Town Meeting Members who had died since the last Annual Meeting:

Judith Catz  
1988-2000

Joan Lamphier  
1968-1989

Anita Mangiaracine  
1967-1972

Walter Elcock  
1975-2002

Marguerite Lipman  
1974-1980

Scott McNeilly  
1943-1949

Town Meeting Members convened for a Special Town Meeting, held at Brookline High School's Roberts-Dubbs Auditorium, at 7:00 P.M. and dissolved at 10:59 P.M. on Wednesday, June 2, 2004 in order to complete the business of the one article Warrant. The significant action taken at the meeting was the approval of zoning changes for the Village Square General Business District, allowing a research laboratory for scientific or medical research.

On Tuesday, September 14, 2004, the Presidential Preference Primary was held. Polling Places were open from 7:00 A.M. to 8:00 P.M. A total of 2,001 of the 34,480 eligible registered voters in the Town, or 5.8%, participated in this primary.

On Tuesday, November 2, 2004, the State Election was held. Polling Places were open from 7:00 A.M. to 8:00 P.M. A total of 27,034 of the 36,101 eligible registered voters in the Town, or 74.9.6%, participated in this election.

Town Meeting Members convened for a Special Town Meeting, held at Brookline High School's Roberts-Dubbs Auditorium, at 7:00 P.M. on Tuesday, November 16, 2004. This Special meeting was adjourned to and dissolved at 10:45 P.M. on Wednesday, November 17, 2004, in order to complete the business of the twenty-five article Warrant. Significant actions taken at the Special Meeting were:

- Amended the Town By-Laws by creating an Information Technology Department;
- Resolved and amended the Town By-Laws by extending the termination provision for the prohibition on focused residential picketing;
- Amended the Town By-Laws by requiring a mandatory recycling program;
- Amended the Town By-Laws by creating the Graffam-McKay Local Historic District;
- Discontinued a portion of Reservoir Road as a public way;
- Authorized the Board of Selectmen to petition the General Court to establish a public safety injured on duty medical expenses trust fund; and
- Amended the Zoning By-Laws allowing for interim planning overlay districts



The Office of the Town Clerk recorded 677 births in the Town for 2004, pending final returns from the City of Boston, a decrease of one birth from the previous year. The office also recorded 452 deaths, pending final returns from the City of Boston, an increase of 36 deaths from the previous year. Lastly, there were 658 marriage intentions filed and 637 marriages recorded, pending final returns from the City of Boston, an increase of 187 marriage intentions and 177 marriages from the previous year.

Total revenues collected by the Office of the Town Clerk were \$159,798.32 in 2004, an increase of \$15,762.81 over 2003 revenues.

### 2004 Revenues

Conservation Licenses	\$ 498.95
Gasoline Permits	3,200.00
Marriage Licenses	22,450.35
Dog Licenses	28,542.00
Board of Appeals	14,625.00
Commercial Code	5,042.82
Certified Copies	30,014.50
Business Certificates	16,100.00
Civil Fines	6,930.00
Passports	26,610.00
Miscellaneous	5,784.70

### Conservation Licenses

Fish and Game License Issued	\$ 9,122.15
Fess Paid to the Commonwealth of Massachusetts	8,548.00
Fees Paid to the Treasurer	498.95

### Registrars of Voters

The Town Clerk serves as an Ex Officio member of the Board of Registrars of Voters. In 2004, Emily Livingston was appointed by the Board of Selectmen as a Republican Registrar, replacing Franklin E. Kartun, who retired in 2004 after serving 14 years as a Registrar. In November 2004, Assistant Town Clerk and Democratic Registrar Linda G. Golburgh was elected Chair of the Board of Registrars of Voters. In 2004, the Board of Registrars of Voters implemented and supervised the registration of voters for the March 4, 2004 Presidential Preference Primary, the May 4, 2004 Annual Town Election, the September 14, 2004 State Primary and the November 2, 2004 State Election.

Prior to the November 2, 2004 State Election, the Registrars and the Town Clerk provided "mock" presidential elections for over 750 elementary school children from four schools. The Registrars also recorded 7,408 new active registered voters, processed 3,956 inactive registered voters and amended 10,650 affidavits of voter registration for changes of party and address. The Registrars processed 4,975 absentee ballot applications. The Registrars published the 2004 Street List of Persons Seventeen Years of Age and Older with a population of 59,193 of which 36,410 were active registered voters.

### Political Parties and Designations

(\*Recognized Political Party)

Total Registered Voters	36,410
Democrat *	17,635
Unenrolled	15,156
Republican *	3,374
Green-Rainbow	123
Libertarian	115
Socialist	5
Conservative	1
World Citizens Party	1

## **TOWN COUNSEL**

David L. Turner

The Office of Town Counsel is currently comprised of Town Counsel, three Associate Town Counsels, one Senior Paralegal, one part-time Senior Paralegal, and one Junior Paralegal.

The function of the Town Counsel's Office is to provide legal representation to the Town of Brookline, its Boards and Commissions, the elected and/or appointed officials and employees, working within the scope of their employment, in all legal matters with the exception of Labor Relations. The staff attorneys litigate in the State and Federal Court systems at all levels ranging from the Small Claims Division, the District Court and Superior Court Departments, the Massachusetts Supreme Judicial Court, the United States District Court, and the First Circuit Court of Appeals. In addition, the attorneys represent the Town at administrative proceedings before the Massachusetts Commission Against Discrimination, the Equal Employment Opportunity Commission, the Industrial Accident Board, the Appellate Tax Board, the Civil Service Commission, the Department of Education, the Massachusetts Land Court, and the Federal Bankruptcy Court.

Town Counsel's Office is responsible for a varied caseload that includes, but is not limited to, the defense of actions alleging civil rights violations, discrimination, breach of contract, special education appeals, worker's compensation claims, employment disciplinary appeals, personal injury and property damage claims, zoning appeals, and tax assessment appeals. This office pursues actions against tax-delinquent properties by filing tax foreclosure proceedings at the Land Court and pursuing numerous Small Claims actions, on behalf of the Treasurer, to recover delinquent personal property monies. Proofs of Claims are filed at the Bankruptcy Court so that any outstanding debt owed to the Town is protected and later recovered.

The paraprofessional staff responds to the large volume of claims that are filed against the Town pursuant to Massachusetts General Laws Chapters 84 and 258. These types of claims allege personal injury and/or property damage arising from alleged defects in the public way to damages incurred as a result of a motor vehicle accident with a Town employee while acting within the scope of his/her employment. Because the Town is self-insured, the paraprofessional staff acts as insurance adjusters in conducting accident investigations, reviewing damage estimates, and routinely settling claims in amounts far less than the original demands. The Police Department Liaison Officer routinely files claims against insurance companies for the recovery of damage to Town owned property. The office continues to convene G.L. c.41 Medical Panels to review and process requests for reimbursement of medical expenses submitted by disabled retired firefighters and policemen.

Town Counsel actively participates in the Town's legislative functions by assisting the public and Town departments in the preparation of warrant articles for Special and Annual Town Meetings, drafting notices and votes for the Town's Boards and Commissions and attending the weekly meeting of the Board of Selectmen and Town Meetings. Town Counsel and his Senior Paralegal routinely update the Town General By-laws with amendments from the Annual and Special Town Meetings.

Town Counsel and the Associate Town Counsels offer legal opinions to Department Heads, Town officials and employees on a daily basis, thereby providing support services for the Town's operating departments in matters such as contract drafting, personnel matters, public records request, and subpoenas.

Town Counsel and his staff appreciate the support, cooperation, and friendship extended to them by employees and officials of the community as well as the residents of the Town.



## HUMAN RESOURCES

John Dunlap, Director

In 2004, the Human Resources Office was involved in the effort to reduce health insurance premiums through the competitive bidding process, the completion and implementation of the AFSCME/Brookline Engineering Division Associates Classification and Pay Study, the finalization of a comprehensive Workplace Safety Policy, the renewal of six out of seven bargaining unit contracts, and the creation of a combined Public Safety Business Office.

The Town of Brookline, like other cities and Towns, continues to struggle with double-digit increases in the cost of health insurance. Human Resources, in partnership with the Selectmen's Office and the Health Insurance Advisory Committee, sought to reduce premiums through competitive bidding of the Town's Health Insurance Program. Three area providers submitted proposals in response to the Town's Request for Proposal in January 2004. Two providers submitted proposals that would result in major cost savings (lower monthly premiums) if their company was the sole health insurance carrier for the Town. Due to the fact that two-thirds of active employees and 90 percent of retirees were already enrolled in Blue Cross products, the Town decided to initiate negotiations with the unions to have Blue Cross Blue Shield as the sole carrier. Employees who would be transitioned from Harvard Pilgrim to Blue Cross Blue Shield would be minimally affected, if at all, by this change.

From March 2004 through August 2004, the Director of Human Resources and the Benefits Coordinator worked with the Town's health insurance consultant and legal counsel to prepare proposals and negotiate this change with the unions. With the support and cooperation of the Town's unions, this change successfully went into effect on October 1, 2004. The result is \$1.1million saved; \$830,000 for the Town and \$276,000 for employees.

Completion of the AFSCME/Brookline Engineering Division Associates Classification and Pay Study was finalized by union negotiation, and approved by the Human Resources Board. This was by far the largest classification and pay study in the current series. With the assistance of a consultant, this study spanned six departments, 81 job titles and included well over 200 employees. Employees, supervisors, Human Resources, and the consultant worked in cooperation to complete position analysis questionnaires and revise job descriptions. Positive outcomes of this labor-intensive study include comprehensive and up-to-date job descriptions, simplified pay plans, and the ability of employees to have a clearer understanding of their role within the organization.

With the understanding that employers must place a high priority on adopting workplace violence policies, the Human Resources Office, working together with the Brookline Domestic Violence Round Table and the Human Resources Board drafted an "umbrella" Workplace Safety Policy. This policy blended some existing Town policies to create a comprehensive Workplace Safety Policy. The policy was voted by the Selectmen in July, and was rolled out to employees the same month. Department heads, senior administrators, fire deputy chiefs, police captains, union presidents and vice presidents participated in training on this new policy in July.

The seven bargaining units within the Town were up for re-negotiation in 2004. Six out of the seven contracts were renewed. Negotiations centered on terms and conditions of employment, and were complicated by the challenging task of negotiating for the proposed health insurance changes.

In recognizing the importance of inter-departmental communication and coordination, especially in the area of emergency management, the Human Resources Office assisted in the planning and implementation of the reorganization and consolidation of the business functions in the Police and Fire Departments. The result is the Public Safety Business Office, a central business unit responsible for payroll, accounts payable, budgeting and financial activities, and records management. This unit improves overall service delivery by reducing duplicate operations, combining emergency management functions and by allowing the Police and Fire Chiefs more time to focus on their core missions.

In 2004, the occupational health nurse began full time hours, allowing more time to focus on workers compensation case management, public safety injury on duty, total absence management, the temporary

modified duty program, and occupational health and wellness programs, such as hepatitis A, B and flu vaccination clinics, and ergonomic assessments. She also worked closely with the Health Department on the "Clean Hands for Good Health" campaign, the flu vaccine shortage, and TB awareness.

While 2004 was a demanding year, the Human Resources Office remained focused on its efforts to continually improve customer service. One such focus was the Human Resources intranet page (the internal website), which has become a useful resource for all employees. Employees have instant access to personnel forms, policies and procedures, labor contracts, health insurance or tax deferred benefits, and training sessions or wellness programs. These efforts seek to make human resources information readily available while encouraging a "paperless" office environment, and represent just one broad example of the overall goal of the Human Resources Office to continually improve customer service.

## The Human Resources Board

The Human Resources Board consists of five resident volunteers appointed by the Board of Selectmen. Each member of the board brings a unique perspective to the table, with relevant backgrounds in areas such as employment or labor law, human resources management and business management. The Board is charged with the task of making recommendations to adopt, modify, or eliminate human resources policies, adjudicating grievances that arise under the provisions of the Town labor contracts, reviewing and approving staffing levels and/or title, classification and pay grades for new or revised



positions, and performing special studies or projects as requested by the Board of Selectmen. The Board also provides the Selectmen a comprehensive annual report outlining all of the decisions relative to grievances and position classifications.

A priority goal for the Human Resources Board was to complete its extensive review of the impact the state's civil service system has on the Town's human resources program. Many monthly meetings were dedicated to the background, research and information gathering stage of this assignment. Union presidents, members of the Board of Selectmen, members of the Advisory Committee and department heads were invited to confer with the HR Board and to share their

understandings and observations on Civil Service. The Board was fortunate to have been able to consult with representatives of the State Human Resources Division, who attended the May 2004 meeting and gave the Board some real insight and information on the current state of civil service in the Commonwealth. The Board has evaluated its collective data and has prepared a draft report expected to be finalized in 2005.

During the year, the Human Resources Board was again charged with the final approval of a major classification and pay study. The Board successfully addressed five employee appeals resulting from the study through hearings with the employees and their respective department heads. After review of the consultant's plan, recommendations of the HR Director and HR staff, the overall AFSCME/Engineering Division Associates Classification and Pay Study was then approved by the Board. In addition, during the course of the year, the Board heard 15 requests for classification and/or pay grade changes. These requests originated from a variety of departments and often entailed changes in job function. The role of the HR Board is to assure the change requests are equitable and fit within policy guidelines for such changes.

The Board also continued its vital role in the administration of the Town's Labor Agreements in 2004, holding hearings and making determinations on four second-level labor grievances. It is noteworthy that through good management practices, grievances have declined over the years. In addition, most grievances are resolved at Step One in consultation with the HR Director, department heads, and the employee; once again, this implies sophisticated and thoughtful management skills.

A review of the proposed Town of Brookline Workplace Safety Policy, previously conducted by the HR Board, was presented in a revised version to the Board of Selectmen, who adopted the Policy in July.



## PUBLIC SAFETY

### POLICE DEPARTMENT

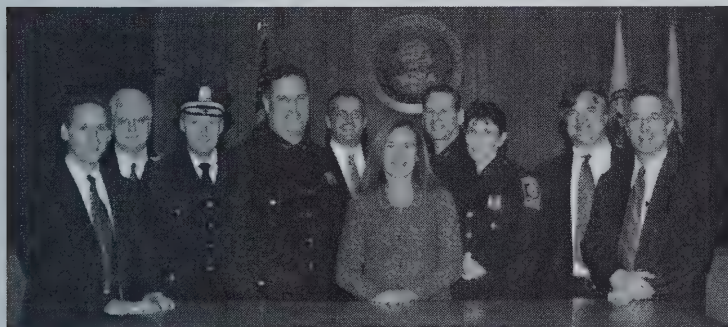
Daniel O'Leary, Chief

Throughout 2004, the Police Department has taken on many new challenges as we continue to provide a high caliber of police services to the citizens of Brookline. We have restructured our command staff, developed and implemented a Public Safety Business Office, hired and trained more police officers, provided a high level of training in many areas, and continued to focus on our core mission – the prevention and elimination of crime in our Town.

As part of the restructuring of the Department's command staff, a Superintendent position was established. In September, Robert Mello, former Captain of the Detective Division, was named as the Superintendent and sits 2<sup>nd</sup> in command to Chief Daniel C. O'Leary. At this time, the Department also consolidated the record keeping and clerical responsibilities of the Records Division with the Traffic Division in an effort to streamline services. Civilian personnel from the Records Division were transferred to the Traffic Division and clerical staff was cross-trained on the functions of both the Traffic Division and records keeping. With this consolidation, the Records Division was eliminated.

This past year, the Department also saw the successful creation of the Public Safety Business Office. Under the command of a Public Safety Business Manager, this three-person office is responsible for the administration of both the Police and Fire Department's payroll, billing, accounts payable, budgeting, personnel scheduling and accounting.

Throughout the year, the Police Department had nine promotions within its ranks. Lieutenant Mark Morgan and Lieutenant Michael Gropman were promoted to the rank of Captain; Sergeant June Murphy, Sergeant Philip Harrington and Sergeant Michael McCarthy were promoted to the rank of Lieutenant; and Patrolman Kevin Mealy, Patrolman Paul Cullinane, Patrolman Paul Campbell and Detective Mark Trahon were promoted to the rank of Sergeant. These nine promotions bring new strengths and talents to the supervisory capabilities of the Department.



In 2004, the Department also hired and trained seven new police officers. A recruit class of six officers, five men and one woman, was sent to the Lowell Police Academy and will graduate in January 2005. The seventh officer was a re-hire and he completed a different training program.

In 2004, the Department was also successful in implementing an online report writing system. This system, which is available on cruiser laptops, allows officers to spend more time in the

field. Additionally, the system allows for more efficient tracking of crime data, such as MO information like weapons used or point of entry, etc.

Also this past year, the entire Department underwent significant training as part of the annual in-service training program. This training covers areas such as firearms re-qualification, CPR/AED certification, defensive tactics and report writing. The Department utilized its' state-of-the-art firearms simulator to provide scenario based training in escalation and de-escalation of conflict, patrol procedures and racial profiling prevention.

Through homeland security grant programs, the Department was also able to provide advanced training to officers in preventing, preparing for and responding to acts of terrorism. Instructors from the Louisiana State University, Academy of Counter-Terrorist Education (ACE) provided training in weapons of mass destruction and hazardous materials to all officers in the Department.

Supervisory personnel were trained in the Incident Command System (ICS), a national system which streamlines the reporting structure and standardizes mitigation efforts for incidents requiring multi-agency and multi-jurisdictional response. These trainings augment previous trainings and exercises in domestic preparedness that officers have been involved in and will enable them to utilize equipment secured by the Department and the Emergency Management Team through Executive Office of Public Safety Homeland Security equipment grants.

In 2004 the Brookline Police Department worked aggressively to seek out new grant funding opportunities in various areas. The following grants were awarded to the Brookline Police and/or the Emergency Management Team in FY04:

<b>Grant Update for FY04</b>	
<b>POLICE</b>	
Walk & Talk Program (Brookline Housing Authority)	\$ 22,500.00
Local Law Enforcement Block Grant Program	\$ 17,675.00
Joint Drug Task Force	\$ 50,000.00
Bulletproof Vest Reimbursement Program	\$ 6,960.00
Violence Against Women Act Program	\$ 17,142.73
Governor's Highway Safety Bureau Pedestrian Safety	\$ 17,000.00
Governor's Highway Safety Bureau Traffic Safety	\$ 12,000.00
Governor's Highway Safety Bureau Child Seat Safety Program	\$ 2,500.00
Community Policing	\$ 58,900.00
Department of Homeland Security Law Enforcement Overtime Program	\$ 133,000.00
<b>Total</b>	<b>\$ 337,677.73</b>
<b>EMERGENCY MANAGEMENT TEAM</b>	
Executive Office of Public Safety Training/Equipment Grant Program	\$ 344,657.00
Executive Office of Public Safety Local Domestic Preparedness Grant	\$ 12,820.00
Community Emergency Response Team Program	\$ 5,000.00
Urban Area Security Initiative – Town-wide Award	\$ 576,882.00
<b>Total</b>	<b>\$ 939,359.00</b>
<b>Total Police/EMT</b>	<b>\$1,277,036.73</b>

The Department continued to hold its Community and Organizational Problem Solving (COPS) meetings in 2004. The COPS meetings, which are attended by all supervisory personnel and are held every six months, are designed to facilitate an exchange between Divisions on crime and disorder problems, Department initiatives, and administrative issues. With a focus on accountability, these meetings have been an excellent tool for ensuring that all supervisors are informed and involved in Department activities.

In 2004, the Chief of Police issued 42 commendations for excellent police work to officers within the Department's ranks. These commendations are issued for outstanding work performed by officers beyond their regular day-to-day duties. For instance, one commendation was issued to two officers who apprehended a serious offender responsible for multiple Boston-area bank robberies. Another was issued to the Department's CPR instructor who was awarded the Metropolitan Boston EMS Counsel's EMS First Responder of the Year Award.

#### Crime Overview

The Police Department has completed its review of the 2004 crime statistics. In 2004, the Town saw a 15% increase in Part A crimes, which include homicide, rape, robbery assault, burglary, larceny and motor vehicle



theft. However, in four of the seven categories (homicide, robbery, burglary and motor vehicle theft) crime went down.

More specifically, in 2004 there were no homicides versus one in 2003. This year, there were seven homicide attempts. Four of the seven attempts were committed during domestic assaults, one was during a fight between housemates, one was an attempt to run over a detective during an arrest, and one was committed by a patient at a mental health facility against a staff member.

In 2004, there were 46 robberies, down 13.2% from the 53 in 2003. Of the 46, 15 were cleared by arrest, 25 remain active, and six were cleared by exceptional means.

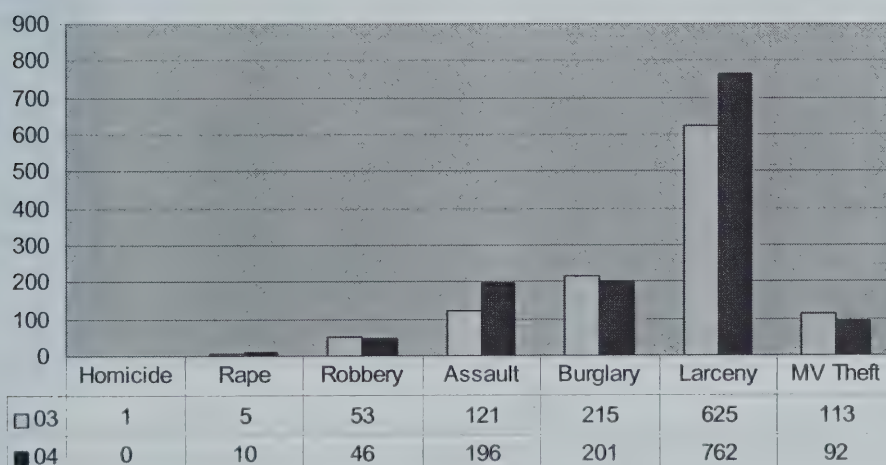
In 2004, there were 201 burglaries, down 6.5% from the 215 reported in 2003. Of these 201 burglaries, 76% (152) were of residences and 24% (49) were of non-residential properties (such as churches, service stations, commercial properties, etc.). In 2004, there was a significant decrease in motor vehicle thefts. With 92 this year, motor vehicle thefts are down 18.5% from the 113 stolen in 2003.

In 2004, the number of incidents went up in the categories of rape, assault and larceny. In 2003, there were five rapes reported, doubling in 2004 to 10. Of the 10 reported rapes this year, five resulted in an arrest or court action against the suspect, three were referred to the DA's office to make a determination if a crime occurred and two are still active. Seven of the cases occurred between parties in a dating relationship, two involved patients receiving treatment and one statutory rape occurred of a girl by an older boy she had just met.

There were 196 assaults reported on the Uniform Crime Reports in 2004, up 61.9 % from the 121 reported in 2003. An additional 30 assaults took place during the commission of a more serious crime. Of the total 226 assaults, 97 occurred during domestic disputes, 65 occurred between parties known to each other (non-domestic), 20 against police officers, and 44 between parties unknown to each other. 62% resulted in arrest (140), 25% resulted in court action (57), 6% are active (13), 3% resulted in complete service (6), 2% were found to be baseless/unfounded (4), and 2% were cleared by exception or are in-active (6).

Finally, there were 762 larcenies in 2004, up 21.9% from the 625 in 2003, but still down slightly (1.2%) from the 772 reported in 2002.

**Part A Crimes - 2003 vs. 2004**



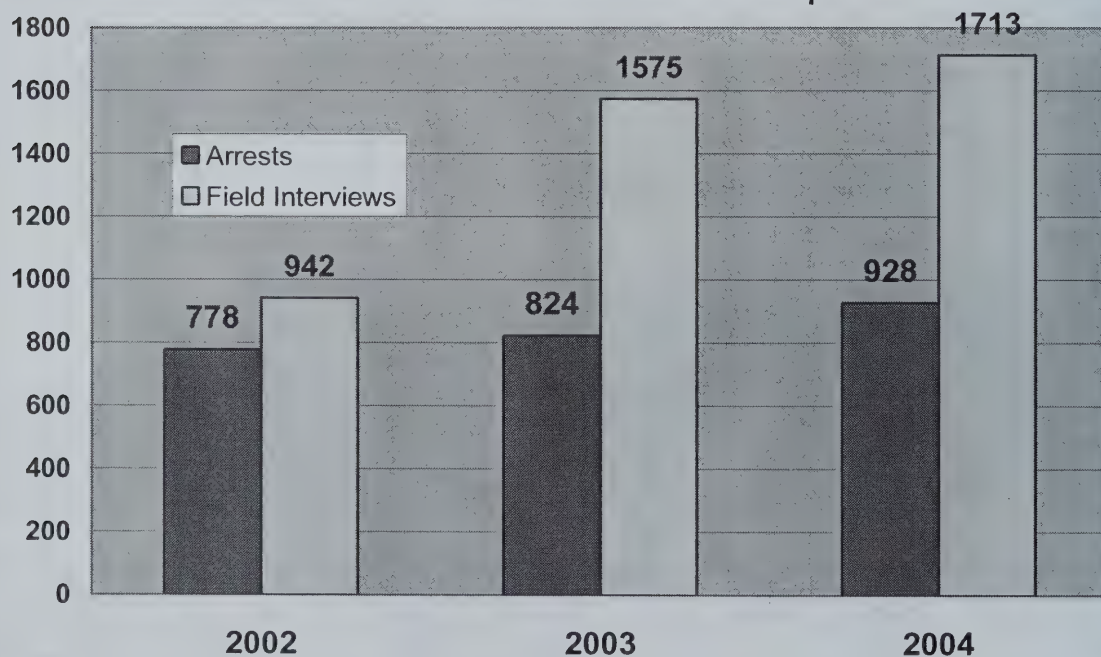
In 2004, 513 Part A crimes were cleared (through arrests, court actions, investigations, exception, etc.), up from the 364 cleared in 2003.

Throughout 2004, the Department closely monitored crime trends and emerging patterns through ongoing crime analysis, the daily review of calls, and the in-house Situation Analysis and Response System (STARS). Identifying specific areas and distinct timeframes hit with car breaks, robberies and burglaries, the Department employed a multi-divisional attack on these specific crimes. Backed by information compiled through crime analysis, officers from various divisions were assigned to the Anti-Crime Car to focus their efforts exclusively on an identified problem, rather than randomly patrolling and responding to routine calls for service. This Anti-Crime Car ensured that problem areas were still being patrolled while the regular route car might be tied up on calls, and enabled us to quickly move into these areas and aggressively target the crimes. Through the use of undercover patrols, marked and unmarked decoy vehicles, and an anti-crime car, the Department was successful in identifying and arresting some serious, repeat offenders.

Additionally, because so many of our crimes are committed by habitual offenders, the Warrant Apprehension Team was tasked with tracking down offenders with warrants who committed their crimes in Brookline. By proactively taking these repeat offenders off the street, the Department is preventing them from targeting our community again. In order to ensure that the investigation of crimes and identification of suspects are tracked appropriately, our detectives utilize a sophisticated Detective Case Management System which enables them to track an investigation, record follow-up interviews, and manage results of fingerprint and crime scene analysis.

We are pleased to report that the total number of arrests was increased this year. In 2004, there were 928 arrests, up 12.6 % from 2003 when there were 824 arrests. This increase in arrests is indicative of the great efforts of the officers in the field. Field Interviews were also up this year - from 1,575 in 2003 to 1,713 this year, an increase of 8.7 %. Field interviews are an excellent tool for police officers to identify possible suspects involved in criminal activity and communicate the information to all officers through our in-house Field Interview tracking system.

**Arrests/Field Interviews - Year to Year Comparison**



#### **Patrol Division**

As discussed above, in the last year the Patrol Division employed alternative patrol methods such as the anti-crime car, marked and unmarked decoy vehicles, and surveillance operations to reduce and prevent crime.. These efforts have resulted in an increase in arrests and a decrease in some ongoing problems in target areas. The Division has effectively utilized personnel based on data received from crime analysis reports and a daily



review by the Division Commander of all incidents occurring throughout the Town. The Patrol Division continues to utilize the Situational Analysis Response System to identify crime problems and address quality of life issues. This system allows communication between shifts and divisions via the in-house computer system.

The Patrol Division continues to work closely with the Probation Department at the Brookline Municipal Court. For example, the Court has imposed curfews on some local juveniles on probation for various offenses. The Patrol Division conducts visits to their homes every night to ensure that these youths are abiding by the court order. This past year, the patrol division conducted over 500 curfew checks.

In 2004, the Patrol Division also continued to conduct community-policing assignments during their shift. These community-policing assignments, which are primarily officer-initiated, include visiting local merchants, increasing visibility at the synagogues and temples during holidays, and paying special attention to areas with criminal activities. More than 1,650 community-policing assignments were conducted throughout 2004. Over the last year, the Patrol Division also conducted regular monitoring of the women's healthcare facilities in Town to ensure that protestors acted lawfully and clinic operations were not disrupted.

Finally, in addition to the in-service training provided to officers, the Patrol Division provided specialized training for officers in sexual assault investigation and supervisory techniques.

### **Criminal Investigation Division**

During 2004, the Criminal Investigation Division had great success with the warrant apprehension team. The team focused their efforts on individuals who have repeatedly ignored commands from the court to appear and are not likely to be encountered by Brookline Police Officers because they live outside of Brookline. Eighteen difficult to locate, non-compliant offenders have been located and arraigned in court since the program's implementation.

The Criminal Investigation Division has also been successful in solving crimes committed in our community by using new latent fingerprint technology. This technology allows detectives to analyze latent fingerprints discovered at the scene of a crime with those in Automated Fingerprint Identification System (A.F.I.S.), a nationwide fingerprint database. This year, 26 cases were solved through fingerprint identification. In December, the Department was successful in linking a man arrested in Newton to a string of home breaks in Brookline with a matching fingerprint lifted at one of the crime scenes.

In January of 2004, the Criminal Investigation Division interfaced the property component of the report writing system with the Division's property tracking system, increasing accountability and the ability to manage property being turned in to the property/evidence unit.

This past year, the Division also completed all background investigations for Police and Fire Department applicants in a thorough and timely manner. This allowed these public safety departments to be staffed at a level to provide efficient service to the community.

Like the Patrol Division, detectives closely monitored the activities and environment of all women's healthcare clinics in the Town, along with keeping officers and interested parties current with legal decisions affecting these sites.

The Criminal Investigation Division is also responsible for registering sex offenders who live or work in Brookline. In 2004, 11 sex offenders were registered and the proper community notifications were made.

Finally, this past year, members of the Division conducted an in-service training for the Department on domestic violence investigations - highlighting proven investigative techniques to maximize prosecutions. This updated training reinforced the Department's vigilance in combating domestic violence.

### **Community Service Division**

The Community Service Division continues to offer the citizens of Brookline many valuable programs, including the Citizen Police Academy, Child Seat Safety Program, RAD, RadKids, Gun Safety Program, Graffiti Removal Program, DARE, and Senior Alert, to name a few.





***Members of the 2004 Citizen Police Academy***

Throughout the year, members of the Community Service Division met with community and business groups, and participated in neighborhood meetings to promote crime prevention and awareness. In collaboration with the Town's Economic Development Office, the Division worked to establish a new business association in Washington Square. Additionally, in the past year the Division has begun an e-mail notification system with business groups in Washington Square and Coolidge Corner. This email notification system is used to keep merchants updated on crime patterns and trends in their areas, provide crime prevention updates, and share any other relevant information in a timely and efficient manner.

In 2004, the Brookline Police Department's Child Seat Safety Program continued to increase child passenger safety by offering child safety seat inspections, assistance with installations, and education to the community on child seat and seatbelt use. Two officers, certified as child safety seat technicians, offer this free service to parents at scheduled weekly checkpoints. Each checkpoint has trained police technicians available to assist with installations, inspect seats, and educate parents on child passenger safety. This year, these technicians inspected more than 400 seats, keeping Brookline's infants and toddlers safe on our roadways.

In 2004, the Rape Aggression Defense (RAD) program continued to be a huge success. RAD is a free comprehensive course for women that begins with awareness, prevention, risk reduction and avoidance, while progressing on to the basics of hands-on defense training. This past year, the Division was successful in expanding the RAD program into the high school, as well as, conducting a class for a group of women with disabilities. The Community Service Division also provided a class to a multicultural group from Pine Manor College. In 2004, approximately 200 women participated in the Brookline RAD program. The Division also continued to offer the Resisting Aggression/Violence Defense (radKIDS) program as well. This program is offered to children ages eight to ten years old and gives them the tools they need, in everyday life, to escape violence.

Another community-based program the Division continued to offer in 2004 is the Senior Alert Program. Through the Senior Alert Program, the Police Department, and the Council on Aging collaborate to offer identification bracelets for seniors whose families have concerns that their family members may become disoriented and lost. The bracelet assists police in being able to get them home safely. In 2004, the Department held five registration events and added approximately 100 seniors to the program. Through the Senior Center, officers conduct semi-annual safety and awareness programs for seniors. A new initiative with the senior community in Brookline is the Senior 911 program. Through this program, officers instruct seniors in the use of cell phones and the purpose of the enhanced 911 system. In 2004, approximately 60 phones were distributed to Brookline seniors.



This past year, the Division introduced a new anger management program for Brookline youth. This program brings together social workers from Brookline High School, Probation and Court Officials, and the Domestic Violence/Youth advocate from the Brookline Police Department.

In 2004, Community Service Officers were trained in the areas of autism awareness, club drugs, and bullying, as well as being recertified in DARE instruction and car seat inspections. They were also responsible for instructing fellow officers in various areas of their expertise, such as use of force, firearms, dealing with emotionally disturbed persons, and racial profiling prevention.

The Commander of the Community Service Division continued to serve as the press spokesperson for the Department and, along with the Safety Officer who prepares press releases and media information packets, was extremely successful in fostering an open and cordial relationship with the media over the last year. The local print media outlets are now provided crime logs twice a week, in addition to regular news releases and information for the public on traffic issues, crime and educational pieces related to community safety. In fact, in 2004 there were several cases that were solved through a cooperative effort with the local newspapers and television stations. The Division also ensures that proper notifications are made to the press and the public regarding registered sex offenders living and working in the community.

### **Traffic/Records Division**

In 2004, the Traffic Division instituted a written traffic and pedestrian complaint program. This program was designed to assist officers in investigating and resolving the 7,500 complaints received in 2004 regarding problematic traffic conditions and parking violations throughout Brookline.

In the last year, the Traffic Division successfully secured a Level III grant from the Governor's Highway Safety Bureau (GHSB). This grant allowed for the purchase of new equipment (Lidar & traffic counters) and for drunk driving enforcement.

In spring 2004, the Traffic Division Commander devised a standardized operations plan for major events and worked closely with the Department of Public Works to coordinate event planning such as the use of barricades and positioning of signs. The Traffic Division Commander also created a Critical Incident Exodus Plan (CIEP), in cooperation with the City of Boston, in the event that a major incident requires the evacuation of the City.

A Traffic Division Sergeant continued oversight and administration of the Department's detail system, resulted in 7,110 details having been worked by officers. These details ensure safety at roadway worksites and resulting in \$131,971 in administrative costs being collected for the Town in FY04.

In the last year, the Traffic & Records Division assumed responsibility for computerizing and continuing out-of-state collections for unpaid parking violations. Considerable time was spent on developing an efficient system so that monitoring and running the system is manageable. This program will ensure that out-of-state scofflaws are held responsible for their violations.

Finally, in 2004, the Division trained all Traffic Investigators to meet advanced traffic investigator standards, and certified six Traffic Investigators in accident reconstruction, the highest level of training available.

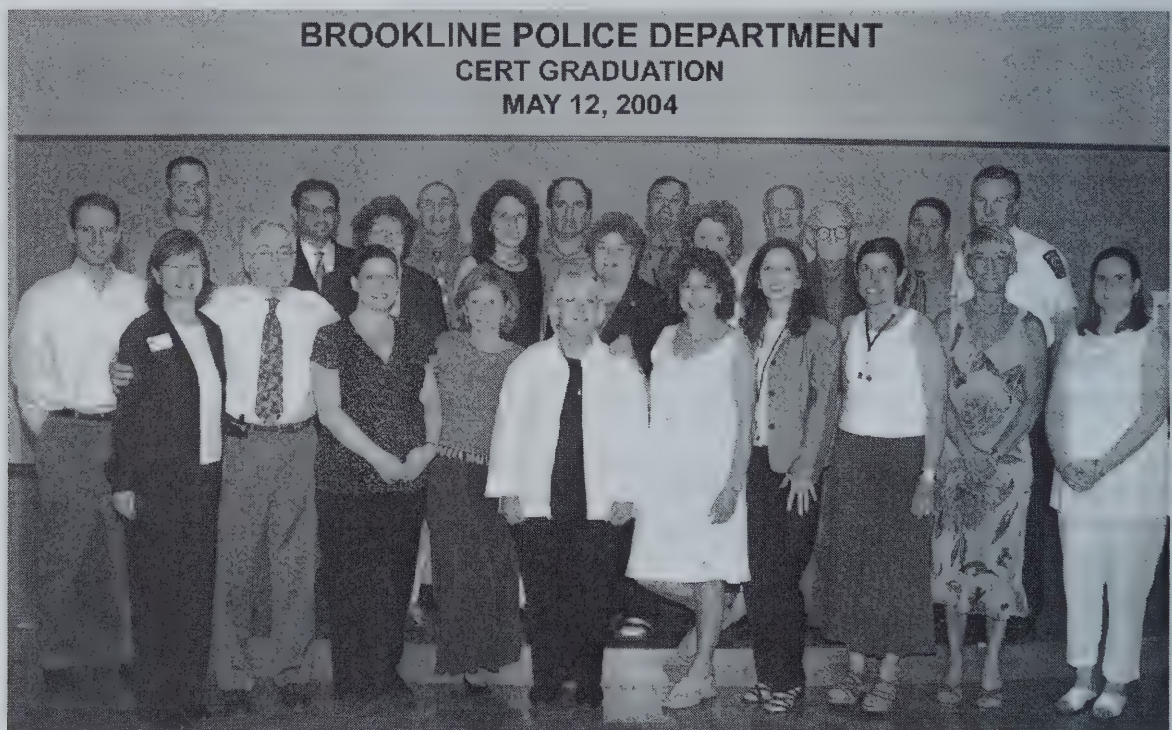
### **Emergency Management Team**

The Brookline Emergency Management Team (EMT), which is chaired by Chief Daniel C. O'Leary, and consists of department heads from throughout the Town, has continued to meet on a regular basis to address the domestic preparedness needs of our community. In 2004, they were successful in obtaining substantial grant monies for the procurement of equipment, training, and exercises related to emergency management and response. The Team has also worked extensively as part of the Department of Homeland Security's Urban Areas Security Initiative, which brings Boston, Brookline and seven other area communities together to evaluate and coordinate regional response capabilities.

In 2004, the Team conducted exercises to test the Town's preparedness for a critical incident. This past summer, the Team provided an introductory hazardous materials response training for employees from a variety of Town agencies who may be needed to respond to such situations (Police, Health, Public Works employees).

In early 2004, the Emergency Management Team called upon the citizens of the Town to form Brookline's first Community Emergency Response Team (CERT). This Team was formed to provide a pool of volunteers who are willing to assist the Town's emergency workers during a major event. These events could include another attack on our nation; a natural or manmade disaster, extended electrical outages, missing person's searches, weather-related crises, or any number of situations that we are hopeful will never face our community. In January 2004, the EMT was awarded \$5,000 to start up the CERT Program and program development was underway.

The EMT successfully recruited 20 community members and training began in March. Working in partnership with the American Red Cross, which taught three of the classes, the Brookline CERT training program covered first aid, basic fire suppression, disaster services, mass care, and emergency shelter operations. The Team worked through tabletop exercises and a shelter drill at the Brookline High School, the primary shelter location for the Town. A certification class in CPR/AED was provided, as well. The skills developed in this training will enable CERT members to assist the Town's emergency workers during a major event. Areas in which volunteers would likely be used include assisting at shelters, staffing information booths and working phone banks. The training lasted for nine weeks and was completed with a graduation ceremony on May 12, 2004. A second CERT training is planned for winter 2005, with an expected graduated date of March 28, 2005.





## FIRE DEPARTMENT

John Green, Chief

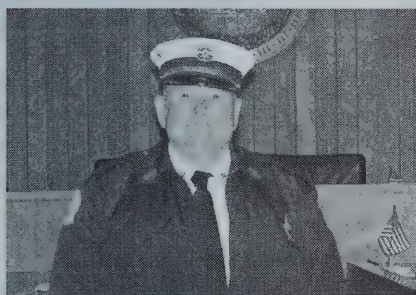
The Brookline Fire Department is composed of six divisions with a total budgeted strength of 167 uniformed and civilian personnel. The Department's Divisions provide Fire Suppression, Rescue, Fire Prevention and Investigation, Safety Education, in-house training of our personnel, and Emergency Medical Services to the citizens and visitors to our community.

### Administrative Division

The Administrative Division consists of the Chief of Department, a captain, and an executive secretary. This past fall a new sub-division, the Public Safety Business Office (PSBO), was implemented within the Fire and Police Departments. This office will be handling all payroll, accounts payable and receivable, purchase ordering and other business functions, for both the Fire and Police Departments. The PSBO is staffed with a manager and three clerks, budgeted equally in the Fire and Police budgets.



*Firefighters and EMS personnel in mock drill at BHS.*



*Chief John Green*

Chief John Green was promoted to Chief of Department on 1 July 2004. Chief Green joined the department in November of 1976 and rose through the ranks to his present position.

### Fire Suppression Division

Fire Suppression is the largest segment of the Fire Department. It is budgeted to include four deputy chiefs, seven captains, 21 lieutenants and 120 firefighters. There are four groups housed in five firehouses, staffing two ladders trucks, five pumpers, and one command vehicle.

We had six multiple alarm fires in 2004. Unfortunately we did have one civilian fatality. We also had one Firefighter fatality while responding to an alarm. While no casualty is ever taken lightly, there are lessons learned and we have worked very hard to ensure that the Brookline Fire Department returns to fatality free years for everyone.

We are looking forward to an exciting year ahead. Through the receipt of grants, we will be installing mobile computers in our front line apparatus, which will place a multitude of data on the fire ground, at the incident commander's fingertips. Also, there is another grant which we are awaiting approval of, which will allow us to purchase some much needed equipment and will also fund the SAFE Program which allows us to aggressively pursue a public safety education program.

As always, our motto is and always will be: "AT YOUR DOOR IN LESS THAN FOUR".

### Fire Prevention Division

One deputy chief, one lieutenant, and two firefighter/inspectors staff this division. They are responsible for code enforcement (ensuring all general laws and codes dealing with fire safety are adhered to) and work with the Building Department on plan reviews and inspections of all new and renovated construction projects. They schedule and coordinate all 26F's (smoke detector inspections) and assist the fire



*Fire damage sustained at multiple alarm fire, Box 195*



companies with inspection of multi-family dwellings, quarterly inspections of all licensed occupancies (nursing homes, lodging houses, and restaurants to name a few), and investigation of all fires occurring within the Town. The Division provides public education programs for the schools and senior citizens. The Division is also charged with informing, educating, reviewing, and ultimately enforcing of the new automatic sprinkler laws passed by the state legislators this last fall. The latter will certainly keep this staff very busy in the years to come.



***Initial Investigation by Fire Officer at multiple alarm fire, Box 195***

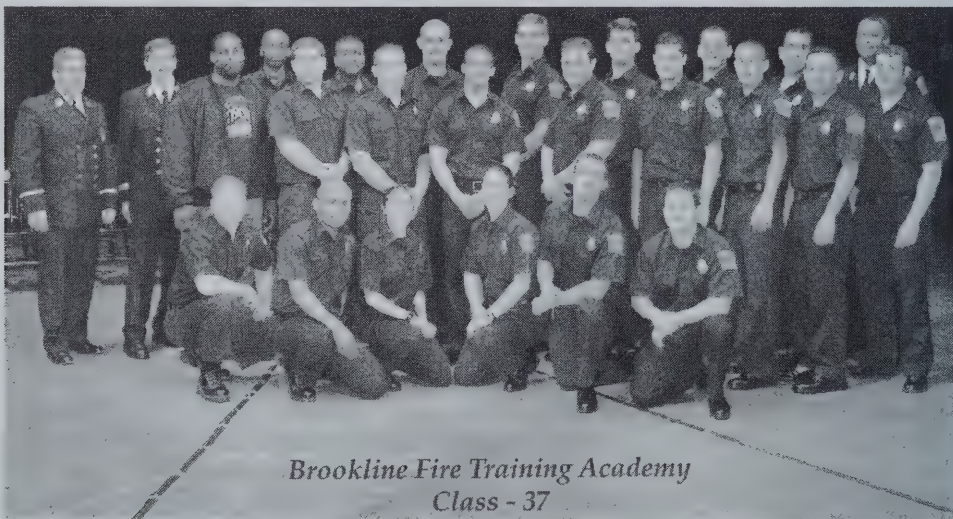
### **Training Division**

One deputy chief, one captain, and one lieutenant staff the Training Division. This Division is responsible for initial recruit training, as well as the continuing training and education of the department.

There were two eight-week recruit classes this past year, one from July to September, and a second one from November to January. These classes were comprised of recruits from Brookline, Newton, Dedham, Needham, and Milton.

The Training Division hosted and assisted with two Emergency Medical Technician DOT refresher courses given by instructors from the Town's ambulance provider, Fallon Ambulance Service. Fallon also conducted the yearly CPR and SAED re-certification classes. The training staff members conducted many, many hours of continuing education classes for our FF/EMT's.

Both General Physics Corp (GPC) and the Center for Domestic Preparedness (CDP) provided training for the Town's firefighters. GPC covered both radiation equipment metering and personnel protective equipment. The Center for Domestic Preparedness (CDP) presented a course on response to chemical, biological, explosive, radiological, and nuclear (CBERN) incidents.



***Brookline Fire Training Academy  
Class - 37***

As always, classroom, drill yard and field training exercises were conducted in all firefighting evolutions, such as fire suppression, forcible entry, overhaul, vehicle extrication, self-contained breathing apparatus, ice and water rescue, HazMat mitigation, training with the Metro Fire Mass Decontamination Unit (MDU) housed at Fire Station 4.



### **Apparatus Maintenance Division**

One motor equipment foreman and one motor equipment repairman staff this division, which is responsible for the repair and servicing of all fire department vehicles, (apparatus, staff and spares) The staff also maintains all auxiliary equipment such as small pumps and fans.

The Motor Equipment Repairman is a certified SCBA technician responsible for the maintenance and repair of all Self-Contained Breathing Apparatus units.

This Division also assisted in the training for two new pumpers (Engine 3 and Engine 5) which were received and placed into service last summer, and are currently working with the Chief on specifications for one more new pumper for FY2006.

### **Fire Alarm and Communication Division**

Commonly referred to as the Wire Division, this Division is staffed by one superintendent of fire alarms and one signal maintainer. They are responsible for the maintenance and up-keep of the municipal fire alarm and communication systems.

Along with all fire alarm boxes, mobile and portable radios, the Wire Division maintains the fire station communication system, or vocal alarm, as it is referred to. They also work with private contractors on the connection between residential and municipal alarm systems.



***Heavy fire showing multiple  
alarm fire, box 254***

## **BUILDING DEPARTMENT**

**Jim Nickerson, Building Commissioner**

The Building Department's charge is to oversee all construction, alteration, repair, and demolition throughout the Town. The Department reviews and issues permits for construction, repair, remodeling and demolition, and also issues certificate of compliance and occupancy. The Department staff enforces by-laws and regulations related to zoning, building, plumbing, gasfitting, electrical, fire safety, sprinklers and demolition. The Department performs annual inspection of lodging houses, places of assembly, parking facilities and common victualler locations prior to their license renewal.

This department is also responsible for the repair and maintenance and capital improvement program for Town and School buildings. The department is responsible for the daily operation of the Town Hall, The Health Center Building, and the Police Station.

The Building Department issued 6,443 permits in 2004. There were 63 new buildings built, 218 additions, and 1,022 alterations permits issued in 2004 along with a significant number of other permits issued for various other type of building construction.

The following projects took place in 2004:

- 49 Unit Residential Condominiums were completed at 2 Saint Paul Street.
- 45 Unit Residential Condominiums were completed at 110 Cypress Street, including the restoring of the historic "Ritchie" Building.
- 18 Unit Residential Condominiums nearing completion at 120 Seaver Street.
- The New Performing Arts Center Wing completed at The Beaver Country Day School at 791 Hammond Street.
- A five-unit Residential Condominium building completed at 120 Brown Street.
- Nine Residential dwelling units plus a two-unit conversion for two affordable units nearing completion at 918 West Roxbury Parkway.
- Ten Residential Condominiums started construction at 164 Harvard Street.
- Nine Residential Condominiums started construction at 51 Park Street.
- A major parking garage and site access improvement project started construction at 830-850 Boylston Street.
- Three Residential Condominiums started construction on Oak Street.
- Four Residential Condominiums started construction on Winslow Road.
- 11 Residential Condominiums are nearing completion at 75 Winchester Street.
- 12 New Single Family Residences were started in 2004 and are presently underway in various stages of completion throughout the Town.



The following permits and certificates were issued in 2004:

<u>Type of Permit</u>	<u>Number</u>	<u>Construction Cost</u>
Additions	58	\$11,461,919
Alteration	1,022	\$41,052,594
Bathrooms	190	\$ 3,765,791
Electrical	1,251	\$ 8,712,965
Gasfitting	900	\$ 1,098,524
Kitchens	226	\$ 4,815,024
Mechanical	153	\$ 4,098,326
New Building	57	\$15,990,248
Plumbing	1,196	\$ 4,068,065
Roof Repair	146	\$ 2,976,594
Siding	20	\$ 266,421
Signs	133	\$ 158,524
Sprinkler	4	\$ 1,030,975
Swimming Pools	9	\$ 331,000
Temporary	5	\$ 18,200
Temporary Tents	38	\$ 188,963
Board of appeals	64	

**Other Certificates Issued:**

Occupancy Certificates	339
Certificate of Inspection	365
Builders Licenses	108

**Public Buildings**

The Public Buildings Division of the Building Department is responsible for all repairs, maintenance, rehabilitation, and general upkeep of all Town and School buildings. The support staff provided services to all the Town and School buildings. The Division uses its small staff for most emergency calls, small to medium size projects and completion of those items left over from larger projects. Generally, large-scale projects and preventive maintenance is performed by outside contractors. Also, specialized services, such as burner maintenance, fire alarm and glazing services is performed by outside contractors. Approximately 1,900 service orders were issued last year to outside contractors.

A new fire alarm system installed, at the Baker School, bringing the entire system up to code and making it fully compliant. Negotiations and court proceedings are still taking place with the original contractor that did the renovations a number of years ago. These actions were due to the contractor not fully completing the work or doing the work improperly. New wood flooring was refinished in several classrooms at the Baldwin School, and offices were configured for the Winthrop House program.

Work was completed at the Devotion school's old girl's locker room. A new wall was installed creating a new teaching space. Several areas had new walls built to create new, enclosed teaching spaces. Discussions were had regarding the possibility of a full renovation project for the building. At a cost of almost \$100,000, all new lighting was installed throughout the building. This work was done as a result of an energy conservation grant from NSTAR whereby, the Town of Brookline had to provide 25% of the cost with NSTAR providing the balance. It is expected that the payback will be one year.

The Driscoll School now has a fully operational elevator to provide access to all floors of the building. This project was part of a multi-million dollar investment in the school including new windows, network, and toilets. Renovations will continue this summer with additional work on the cafeteria and bathrooms.

The Heath School had its gym floor refinished. It has been almost 10 years since the building had been renovated for a cost of almost \$3,000,000. Several areas were painted and some carpeting was installed. Additions were made to the keycard system. All new lighting was installed in all the classrooms and offices.

The Lawrence School was finally completed, and school opened in September. A second contractor, Consigli Construction, completed the work. The bonding company hired this contractor for Sciaba Construction, the original contractor who went bankrupt on the job. This new facility provides bright new learning spaces, including a library, computer rooms, auditorium and cafeteria.

Porier and Springer installed on time and on budget a new HVAC system at the Pierce School. This new system replaces the outdated system with new ductwork, heating and ventilating equipment, new air conditioning and new temperature controls. The cost was almost \$1.2 Million dollars. The next phase in the multi-year rehabilitation of the building is window installation, window replacement, and new carpeting.

New Lincoln School has some new painting and carpeting throughout the building. A new energy conservation program was looked at to reduce the overall use of electricity for the building. The Town is waiting on further proposals. Also, new flooring was installed in classrooms downstairs.

The Runkle School had a majority of its repair and maintenance money put into a mini-renovation. The Science and Art Rooms were relocated, which involved cutting up floors and installing new drainage, new wiring, new ceiling, and new flooring. The Town's maintenance staff did a large portion of the work.

The High School with its renovation work done had more preventative maintenance work done to the building in order to keep it up to date. This included floor work and painting. The Town buildings had the same type of jobs performed. Town Hall is planning for an upgrade/renovation in one year – after the Health Department Renovation is complete

The Health Department received a grant from the state to assist with a feasibility study for the building. This \$25,000 grant will allow for "green" energy efficient designs to be part of the final proposal. The Town hired BH+A Architects to develop the plans and specifications for a new, renovated, "green" building. This building will use the latest in green construction principals, have a photovoltaic system on the roof and with some effort be able to be certified Green Gold by the state.

The Soule Recreation Building had all new windows installed throughout the building. It also had a new centralized air conditioning system installed. The programs at the building have expanded since the staff moved from the Soule Building for the renovation and went to the Eliot Recreation Center. The Lynch Recreation Center had new offices built on upper floors.

The Coolidge Corner Library had a new façade installed over the last year. These new windows are energy efficient plus give the building a fresh, upgraded look. Continuing plans for the building include a new handicap accessible entrance and a new HVAC system - slated for the summer of 2005.

All fire stations had new plymovent exhausts systems installed at a cost of over \$150,000. These systems will allow for the exhaust from the vehicles to be directly vented out of the building. New centralized air conditioning systems were installed with more planned for the summer. New Energy Management Systems were installed at each station to provide control, energy monitoring, and alarm calls for any problems.

The Town, in concert with the Historical Society, hired a new museum curator for the Devotion House, located next to the Devotion School. The Society will work with the Town to prepare to hire someone for the Widow Harris House. Plans are ready to complete renovation work this springtime.

The Municipal Garage had a new concrete floor installed. The existing floor, albeit only 6 years old, had deteriorated to such a poor condition that the Town had to replace it. The fault was placed with the original design firm that went bankrupt sometime after the building opened. Also, a new Emergency Operations Center (EOC) opened in the middle floor section of the building. The EOC will be the base of operations for any catastrophic event that should come to Brookline. The Town of Brookline will also purchase a portable emergency generator – large enough to power an entire building – for any electrical emergencies.



The Town's electricity contract with TransCanada is expected to end in March of 2006. With this contract the Town has saved over \$750,000 by not purchasing power through NSTAR. It is expected that a committee will be brought together shortly to come up with a plan for another supplier contract. It should be noted that the Town of Brookline purchased Green "e" Certificates that allowed the Brookline to have more green energy that required by the state. Oil prices and gas prices rose almost 30% over the previous fiscal year. This amount caused a serious impact on the operational budgets of most Town offices.

## **Building Commission**

As required by Article 15-A of the Town By-Laws, the Building Commission is appointed by the Board of Selectmen to select design consultants, review and approve plans and specifications, receive proposals, award contracts, and manage all other aspects the Capital Improvements program. The Building Commission works together with the Board of Selectmen, School Committee, other user agencies, and federal, state and local regulatory agencies.

The five members of the Building Commission are appointed by the Board of Selectmen and include a registered architect, a registered engineer, an attorney, a licensed builder and a developer. There are two staff people who serve as agents of the Commission and are the Town's day-to-day representatives for the work. They coordinate with various Town agencies for study, design, construction and renovations to public buildings. The volunteer Commission members give unselfishly of their time, experience and leadership to implement the Capital Improvements program.



***Building Commission***

As calendar year 2004 began, the Town had recently contracted with Consigli Construction Company to complete the renovations to the Lawrence School. In the months before that, the Town had terminated the first general contractor's contract and their surety had been engaged. Consigli Construction was the replacement contractor nominated by the surety to the Town. The challenge for all parties involved was to complete the renovations prior to the start of the school year in September 2004.

This proved to be a very difficult task, and, in fact, work was complete for use of the building only the day before school was scheduled to start. There had been a

tremendous amount of work to do, including correcting deficiencies left from the prior year. The Commission and Building Department staff worked with the contractor and architect to ensure that questions and issues were resolved in a timely fashion, and that the work was pushed along. In addition, the staff worked with the School Department and Information Technology to get phones and computers running and to coordinate the move of staff, students, and operations from the Old Lincoln School back to the Lawrence School. Staff also coordinated with purchasing and multiple vendors who provided furniture, technology equipment and moving services. Staff managed the commissioning process including interface and coordination with the Fire Department, the Commonwealth of Massachusetts Public Safety Division (for elevator inspection) and local inspectors from the Building Department and the Health Department. This is only a partial list of all the things that happened over the spring and summer to get the building ready for the start of school.

Once school started, the project itself did not end. There remain ongoing commissioning issues, particularly with the HVAC system. The Commission and staff continue to work with the School Department and the contractor to address these items. In the fall and winter, Consigli continued to work on the punch list and de-bugging building systems, and identifying and correcting problems as they arise.

At the beginning of 2004, the Town had recently contracted with an engineer for the design of HVAC renovations to the Pierce Primary and Secondary Schools. Working closely with the engineer and School Department, the design was finalized in the early part of the year and the project was bid. Work was able to commence prior to the end of the school year, as a detailed phasing plan had been developed and implemented. Activities were ramped up considerably during the summer months so that most of the

contract work was complete at the start of the school year to again allow school activities to commence unimpeded.

There remained much work to do in the fall and winter, after the start of school. The Commission and Building Department staff worked with the engineer, School Department, and contractor to commission the system, trouble shoot problems, work on punch list items and otherwise push for completion of all contract work.

In late spring 2004, design work for the Emergency Operations Center at the Highway Garage and for accessibility improvements to the Old Lincoln School were complete and both projects bid. Work commenced on both projects and by the end of the year the Operations Center was nearing completion. Work at the Old Lincoln included completion of all demolition, completion of the exterior ramp and tunnel, and other ancillary items. The Old Lincoln accessibility improvements project is expected to be complete in the Spring of 2005.

Also in early 2004, design work for the Driscoll School accessibility improvements, windows, and networking was completed. Work on all three projects began prior to the end of the school year, again due to phasing plans that had been developed with the School Department, design team, and contractor. Activities were ramped up considerably during the summer months so that prior to the start of the new school year, all the window work was complete, the elevator rough in was complete, and the exterior ramp and most of the network wiring were done. Early in the school year, the network wiring was complete and the Building Department staff coordinated with all parties to cut over to the new system. Elevator work continued throughout the fall and is expected to be complete in the Spring of 2005. The cafeteria renovations were bid, but there was insufficient funding, so the Commission and staff are working with the architect and School Department to consider design revisions.

In 2004, the Commission and staff began the design of several projects including the Pierce School sprinklers, Devotion School sprinklers and the Coolidge Corner Library HVAC Renovations. Request for Qualifications were released for the Health Department Renovations, the Municipal Pool Renovations, and Pierce Schools window replacement.

The Commission and staff also worked with the Library Trustees to complete the Coolidge Corner Library window replacement design. The project was bid and all work was completed before the end of the year. The Commission and staff worked with DPW to bid and implement the repairs to the Highway Garage floor. Work on this project continued through the fall and is expected to be complete in early 2005.

The Building Commission looks forward to 2005 and the challenges and opportunities that the new year brings, including the Health Department Renovations, the Transfer Station, the Town Hall design, close-out of old projects, and the continuation of the implementation of the CIP going forward.

## **Board of Examiners**

The Board of Examiners was established under the Town of Brookline Building Code. Today this Board is established under the Massachusetts State Building Code. The Board consists of three members (an engineer, an architect, and a licensed contractor), all appointed by the Board of Selectmen. Presently, the Board members are Barnett Berliner, Lou Wilgoren, and Fred Lebow. The Board meets monthly to hold licensing examinations to ensure that all work in the construction, alteration, removal, or demolition of buildings or structures in the Town is performed by qualified licensed persons. All of the meetings are conducted under the Open Meeting Law, which requires notice of such meetings be posted to the public and that accurate records of the Board's proceedings be maintained.

During 2004 a total of ten licenses were issued as follows:

Class A	3
Class ABC	2
Class F	4
Class F-Ltd-M	1

In addition 108 new licenses were renewed.



## DEPARTMENT OF PUBLIC WORKS

A. Thomas DeMaio, Commissioner

### Administration

#### Management

The Department of Public Works (DPW) divides its multiple responsibilities for the management, maintenance and operations of the Town's infrastructure among five Divisions: Administration, Engineering and Transportation, Highway and Sanitation (including Fleet Service), Parks and Open Space (including Forestry, Conservation and Cemetery), and Water and Sewer.

Each of these five Divisions is headed by a Director, charged with staff, budget and management responsibilities that are tailored to the specific public resource under their jurisdiction. Peter Ditto, PE, directs Engineering and Transportation, while Erin Chute leads Parks and Open Space. Lester Gerry is the Director of Highway and Sanitation, and Andrew Pappastergion is in charge of Water and Sewer.

Overseeing each of these Directors is the Commissioner of Public Works, A. Thomas DeMaio. Together with his management team, the Commissioner establishes both long and short-term policy direction, forecasts annual operations and capital budgets, and structures departmental management and staffing.

The Brookline DPW employs approximately 182 full-time, permanent individuals and has an annual operating budget in the order of \$11.24 million, excluding the Water and Sewer Division, which is operated as an enterprise with an annual budget of approximately \$20.68 million. In addition, DPW Capital Improvement appropriations totaled \$17.36 million (including the Water and Sewer Division, in this case) this past fiscal year, with a large percentage of that funding, some \$7.89 million, dedicated to the Newton Street Landfill project.

#### Middle Management

Mr. Andrew Pappastergion serves in the dual role of Deputy Commissioner, a middle management position, as well as Director of the Water and Sewer Division. Each of the DPW divisions then supports a middle management structure as follows: Mr. David Friend is in the position of Assistant Director of Transportation within the Engineering and Transportation Division; Mr. Kevin Johnson works as the Operations Manager within the Highway and Sanitation Division; Mr. Mark Parese is the Fleet Maintenance Supervisor, also within the Highway Division; Mr. Phil Trainor fills the position of Operations Manager within the Water and Sewer Division; Mr. Andrew Bressi is the Operations Manager within the Parks and Open Space Division; and lastly, Mr. Tom Brady holds dual positions, as both the Tree Warden and Conservation Officer.



**DPW Administrative Team:** Pictured here, during the chill of winter, are (left to right) Debbie Baker, Ded Manouk, Lary Bowden, Julie Piacentini, Maryellen Deane, Cheryl Mavrikos and Surreta Channer.

#### Administrative Team

Situated in Town Hall, the administrative staff is critical to the daily functions of the Department of Public Works. These individuals deal directly with public queries regarding work schedules and permit issuance, while maintaining employee payroll and departmental budget/billing records. All invoice payments, requisitions, and purchase orders are facilitated by the Administrative staff. Betty Mulhane, Deborah Manouk and Sueretta Channer provide these critical administrative services to all Divisions.

Ms. Julie Piacentini is responsible for the administrative activities of the DPW Commissioner's office and holds the job title of Administrative Assistant to the Commissioner. Also working out of the Town Hall DPW

headquarters, Mr. Larry Bowden serves the entirety of the DPW as Systems Administrator, a vital resource facilitating, installing and trouble-shooting information and communication technologies.

In addition to the core administrative team centered in the Town Hall, Deborah Baker and Cheryl Mavrikos serve the Water and Sewer Division in similar administrative, customer service and support roles. Heather DeLuca and Cheryl Cherico serve the Highway and Sanitation Division as Head Clerk and Assistant Garage Clerk, respectively. Chris Hobbick serves as Senior Clerk Secretary, a key administrative post responsible for public queries and billing, within the Engineering/Transportation Division. Maryellen Deane, Briony Angus and most recently, Virginia Speitel, work with the Parks and Open Space Division in the roles of Senior Garage Clerk and Conservation Assistants, respectively. Ms Briony Angus, in the last month of 2004, moved offices, taking a job of Environmental Analyst with the Massachusetts Executive Office of Environmental Affairs (EOEA).

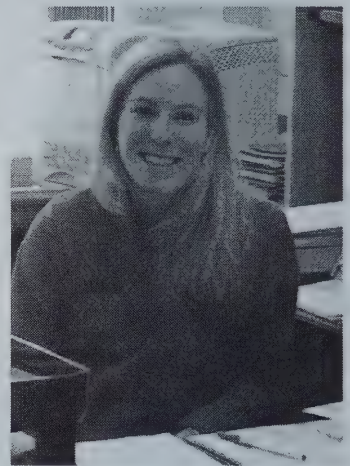
Recent to the DPW Administrative team is Ms. Virginia Speitel, serving as the new Conservation Assistant for the Division of Parks and Open Space. She comes to the Town from The Boston Harbor Association where she worked as their Education Coordinator. Virginia is familiar with Brookline's parks and open spaces as a result of her work as Volunteer Coordinator with The Emerald Necklace Conservancy. Prior to moving to Boston, Virginia worked for Tetra Tech, an environmental consulting company in Fairfax, VA as an Environmental Scientist in their Water Resources Division.

### **Public Guidance and Governance**

Brookline citizenry play an integral role in Town management, programming, and politics through an appointed structure of official Boards and Commissions. The following boards and commissions, whose memberships are appointed by the Board of Selectmen, work on a permanent and prescribed basis with various Public Works' Divisions: Park and Recreation Commission; Tree Planting Committee; Conservation Commission; Transportation Board; Solid Waste Advisory Committee; and the Trustees of Cemeteries.

### **National Public Works Week (NPWW), 2004**

School children often have questions relative to many of the functions provided by the Department of Public Works. This year as part of National Public Works Week, the DPW had an open house that encompassed all aspects of the department. Each Division set up displays and tours, from recycling to surveying. Examples of heavy equipment, such as large highway trucks and front-end loaders, were also included.



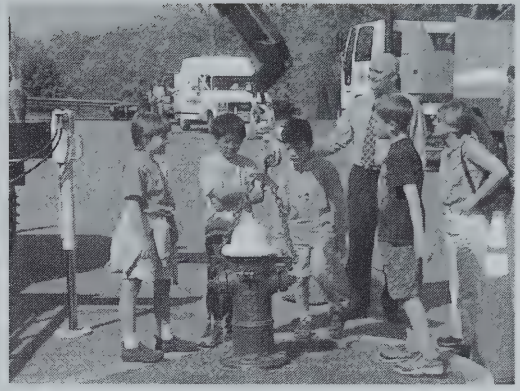
**Virginia Speitel,  
Conservation Assistant**

Last year's event was received so well by the children and staff at Lawrence School, that the word spread among Brookline's other schools. This year all of the schools participated with over 350 children visiting the Municipal Service Center, host site for the two-day event. In addition to the many hands-on activities, instructional exercises and big equipment exhibits provided by DPW divisions, these elementary students were given a small annual flower that they could take home, plant and watch grow.



The photos on these pages show highlights from this annual event, permitting school children the opportunity to interact with DPW employees, equipment and infrastructure, such as surveying with the Engineering crew, inspecting heavy equipment and sawcutting operations with the Highway section, understanding plants and maintenance equipment with the Parks division, and learning about what is under the street and where the water and waste travels with the Water and Sewer division.





## Highway, Sanitation, and Fleet Services Division

The Highway, Sanitation and Fleet Services Division is structurally divisible into four independent, though cooperatively functioning, units:

### Highway Unit

The Highway Unit provides for the maintenance of the Town's streets, sidewalks, tree lawns, public pathways, municipal and school parking lots, and paved play areas, along with other roadway appurtenances including curbside benches, litter baskets, fencing, and guardrails. In addition to the surface repair of streets, sidewalks, and pathways, the Highway Division is responsible for the clearing of snow, sand, leaves, litter, graffiti, and other unwanted debris from public ways and facilities.

The Highway unit is responsible for the maintenance of more than 200 lane miles of asphalt roadways and 150 miles of sidewalks of varying surface types. In this past calendar year, Highway continued its effort to make intermediate repairs to roadways and sidewalks in an effort to preserve their surface integrity for the safety of the public, and to keep them clean and more aesthetically appealing. The Highway unit continued its program of working in conjunction with contractual services to accelerate the replacement of sidewalks in areas of the Town where pedestrian traffic is heaviest, and the sidewalks are in an advanced state of deterioration.

### Highway Statistics

Bituminous Concrete	576 tons
Concrete	502 cubic yards
Leaves Collected	3,677 tons
Street Sweeping	2000 tons
Waste Concrete, Asphalt & Gravel	2,633 tons
Snow Storms / Events	11
Snow Accumulation	41"
Household Hazardous Waste Day	650 resident participants

## Accomplishments 2004

- Worked in cooperation with the Building Department to install compacting dumpsters for the schools. This will keep the property clean, reduce illegal disposal and reduce the number of trips for collection.
- The Town completed almost two miles (600 yards) of concrete sidewalks during this calendar year. This represents a significant increase from last year, and projects the installation of a greater quantity, some 1,000 yards, of concrete in the upcoming year.
- The goal of providing cleaner business districts was met, with the aid of new equipment such as the MAD-VAC, litter control device, and a restructured street sweeping program.
- Worked closely with the Solid Waste Advisory Committee "S.W.A.C." to meet the goals set forth during the previous year.

Last year the Highway, Fleet Maintenance & Sanitation Division introduced two new pieces of Equipment, the MAD-VAC litter machine and the multifunction tractor. The MAD-VAC looks like a three-wheel golf cart with a giant vacuum mounted on the rear that eats litter as it travels along. Both pieces of equipment met the Department's objective of doing more work with less staff. The MAD-VAC proved to be a very effective litter collector in the busy commercial areas. The multifunction tractor was utilized year round by the Highway and Park Divisions on grass cutting, leaf collection, sidewalk sweeping and snow removal. The Town benefits because one piece of equipment is utilized by two departments all year round and the final result is a cleaner, well groomed Town.

This year the Highway Division added a second Hook/Snow Fighter. This piece of equipment can be used year round for a multitude of tasks, such as snow fighting, snow removal, dump truck and mobile container truck during heavy street sweeping operations. The ability to have one truck that can perform many tasks saves money.

## Sanitation Unit

The Sanitation Unit is responsible for the provision of residential solid waste collection and disposal services for 13,000 residential customers and a recycling and recovery program that includes the annual collection of residential household hazardous wastes.

<b>FY 2003/2004 SOLID WASTE CODE ENFORCEMENT PROGRAM</b>	
Solid Waste Complaints Received (Approximately)	199
Inspections/Reinspections	199
Solid Waste Warnings Issued	1,131
Solid Waste Tickets Issued	1,291
Order Letters Issued	0
<b>TICKETS RESULTING IN COURT ACTION</b>	
<b>Number of Tickets Paid After Court Action Initiated</b>	
Dismissed by Court/Issuing Inspector	8/26
Number of Tickets Outstanding (Properties in Locked Status)	38
Total Amount of Fines Due from Outstanding Tickets	\$1,750
Total Number of Tickets Paid	112
Total Amount of Fines Collected	\$16,225
Number of Waste Haulers Permitted	27
Waste Hauler Permit Fees Collected	\$9,320



<b>FY 2003/2004 SNOW ENFORCEMENT</b>	
Complaints	207
Warnings	301
Fines	6
Paid	6
Unpaid	5
Dismissed	1

TONNAGES 2004			
MSW/Solid Waste		12,700 tons	
Recycling		4,590 tons	
Historical Summary			
Recycling		Solid Waste	
FY00	4,725 tons	FY 00	13,026 tons
FY01	4,214 tons	FY01	12,409 tons
FY02	4,500 tons	FY02	12,936 tons
FY03	4,593 tons	FY03	12,702 tons

## Accomplishments 2004

- Reduced solid waste stream and increased recycling through mailings and public awareness.
- Conducted the annual Household Hazardous Waste Day, which successfully serviced over 650 citizens of Brookline.
- Brought greater accountability of the waste stream at the Newton Street Transfer Facility by increased training of scale personnel on D.E.P. and local regulations.
- Maintained and enforced, with the cooperation of the Health, Police, and Building Departments, the Regulations Governing the Handling, Storage, Collection, and Disposal of Waste and the Snow By-laws of the Town.
- Developed a monitoring program of school recycling with sub-contractors

## The Solid Waste Advisory Committee (SWAC)



The Solid Waste Advisory Committee (SWAC), established in 1990 by Town Meeting, "promotes increased recycling participation by Brookline residents and businesses in order to effectively decrease the waste stream and create a more sustainable community", as declared in its mission statement. SWAC is comprised of Brookline residents who volunteer their time to discuss waste management and recycling concerns and advise the Board of Selectmen on these issues. SWAC works closely with the Department of Public Works, particularly with Commissioner Tom DiMaio, Briony Angus, Lester Gerry, and Edward Gilbert, in proposing and effecting goals and solutions.

In 2004, SWAC's primary goals were:

1. Examine the viability of proposing a by-law to the Town, making recycling not only mandatory for residents on Town trash collection, but also mandatory for all residents of Brookline.

2. Continue outreach to the Brookline schools to enhance recycling education and practice in schools, in order to establish, from an early age, an awareness of recycling.
3. Work with DPW to establish a statistical database for retrieval of recycling information.
4. Continue the annual Hazardous Household Products (HHP) collection, which is operated in conjunction with the League of Women Voters and DPW.

The SWAC and DPW successfully presented a recycling by-law that was passed at Town Meeting. In 2004, the SWAC will continue to monitor and assist in increasing recycling at the schools and has established a statistical database for retrieval of recycling information. Once again, the HHP day was a great success.

The SWAC will continue to work with the Brookline schools, where our statistics show recycling can be greatly increased, work with HHP day, examine the potential of a "Pay as You Throw" system of trash collection, and other ways to increase the amount of material which can be diverted from the waste stream.

### **Fleet and Facility Services Unit**

The Fleet and Facility Services section of the Division is responsible for the acquisition, inventory, inspection, maintenance, and disposal of all mechanized Public Works equipment, with the exception of the Water and Sewer Division's equipment. The Fleet Services Section also maintains and inspects all other automotive / truck equipment within the Town, except for equipment operated by the Fire Department. In addition the Fleet and Facility Services section is also responsible for routine maintenance and management of the Municipal Service Center, the Transfer Station, and the Parks and Open Space maintenance facility at Larz Anderson Park.

A multi-shift service program was implemented during the fall, winter, and spring months. This enabled the unit to better serve the needs of all departments. Operating two maintenance shifts during the day improved response time to breakdowns and drastically reduced vehicle downtime.

By further enhancing the computerized fleet management system, technician productivity was monitored and tracked electronically. Technician productivity percentages showed a steady increase throughout the year.

The Fleet and Facility Services Unit continued to standardize its vehicle procurement specifications. Adhering to recent standardization guidelines, new and environmentally friendly vehicles are being acquired and utilized.

In conjunction with the DPW's Transportation Division and publicly appointed Transportation Board, the bi-annual taxicab inspections were completed.

### **Traffic Systems Unit**

The Traffic Systems Unit is accountable for the recurrent maintenance and repair of traffic related roadway appurtenances, including traffic signals at 60 intersections. In total, this inventory is comprised of approximately 1,120 individual signals, all streetlights, 2,500 parking meters, 28 school zone warning lights, 8,000 signs, and pavement markings on the more than 200 lane miles of streets throughout the Town.

Brookline's Traffic Systems Section is responsible for the maintenance of Traffic Signals, Parking Meters, Pavement Markings, Ornamental and Utility Street Lights, Signs, Graffiti, and Sandwich Boards.

- **Traffic Signals-** The Traffic Systems Unit is responsible for the maintenance of the signalized intersections, flashing beacons and school zone flashers.
- **Parking Meters-** The maintenance of parking meters is a daily task of Traffic Systems Unit. During fiscal 2004, the unit responded to and repaired over 4,675 requests. The Traffic Systems personnel also removed and installed parking meters in areas where Highway Maintenance and Engineering construction projects were to take place.
- **Signs and Pavement Markings** - The Town continues to upgrade street signs, stop signs, and poles to meet current M.U.T.C.D (Manual of Uniform Traffic Control Devices) standards of text size and retro-



reflectivity. The Traffic Division has worked with the Engineering Division on a program to standardize pavement makings throughout the Town. Part of the program is utilizing new marking products, like 3M-inlay tape and logos.

- **Street Lights** - The Traffic Systems Unit manages the maintenance of street lighting. This includes ornamental, park, path and standard street lighting, totaling over 4000 lights. In addition to this, banners, flags, and other festive event materials are installed each year.

## **Water and Sewer Division**

The Water and Sewer Division operates and maintains the Town's water and wastewater utility systems. These systems consist of 355 miles of main piping and appurtenances that provide the entire population with reliable drinking water for both domestic use and fire protection, as well as the collection of sanitary sewage and storm water drainage. The operation of all three systems is done in strict accordance with all federal, state and local laws, ordinances and regulations to promote the health, safety, and welfare of the community.

Under the leadership of the Director, the Division's administrative staff efficiently and courteously handles all water and sewer business functions, including payroll, accounts payable, licensing, permitting and customer relations. Over 2,200 requests for information and assistance and nearly 40,000 utility service invoices are processed annually, with over 2,000 billing complaints and inquiries investigated and resolved. In conjunction with the metering section, division staff services and maintains 9,926 water meters. During 2004, the administrative staff reviewed and processed 37 applications for Licensed Drainlayers and issued 65 permits for repairs to sewers and drains.

### **Water Distribution System**

Components of the water distribution system include 135 miles of cast iron and ductile iron mains, 2,027 line valves, 1,555 fire hydrants, 10,314 service connections, and storage facilities for nearly 14 million gallons of water. During 2004, the Division installed, repaired or replaced 181 service connections, repaired 66 service and main leaks, and repaired or replaced 34 fire hydrants, generating annual revenues of \$49,385. In addition, the Division conducted 23 fire flow tests yielding \$4,500 in revenue. Emergency response was provided for 552 service requests and 379 complaints were investigated and resolved for water quality, water pressure and leakage problems. The Division purchased 2.1 billion gallons of water from the Massachusetts Water Resources Authority (MWRA), representing a decrease of 3.8% from 2003, with average daily usage of 5.8 million gallons and maximum daily usage of 7.4 million gallons. Retail water sales generated \$9,381,298 in revenue.

The Division's Cross Connection Control Program was established in 1989, pursuant to the Drinking Water Regulations of the Commonwealth of Massachusetts. Through this program, the Division has inspected all high and moderately high risk facilities throughout the Town and identified 1,975 violations, requiring the installation of 1,004 backflow preventer devices on irrigation systems, fire sprinkler systems and high hazard plumbing systems. Annual testing of these devices by Division staff is mandated by state regulations and generated \$65,260 in revenues during 2004.

In October 2004, the Division received four proposals for the procurement and replacement of 9,800 residential and commercial water meters, and the installation of a new radio frequency meter reading system that will be installed over the next two years. The new meters will replace twenty-year old meters that have exceeded their useful life. The new reading system will provide for increased meter reading efficiency and the ability to collect and process readings monthly using radio frequency technology.

Implementation of a new uni-directional flushing program, designed by the engineering firm of Weston & Sampson, was accomplished in 2004. This annual program will enable the Division to continue to provide the highest quality water to our customers. Development of a computerized hydraulic model of the water distribution system neared completion and should be placed into use during 2005.

## Wastewater Collection Systems

The wastewater collection system is made up of two independent pipe networks. The first consists of 104 miles of separated sanitary sewers and seven miles of combined sewers that discharge through four sewer districts directly to the MWRA interceptors for treatment at Deer Island. The second system comprises 101 miles of storm drains that collect runoff and roadway drainage from 3,296 catch basins and discharge through twelve drainage districts to the Muddy River, Saw Mill Brook, Stony Brook, and the Charles River. The major part of both systems was constructed between 1880 and 1930 and includes pipes sized from 6 inches to 150 inches in diameter.

During 2004, emergency assistance was provided for 165 requests involving broken, plugged, or backed up sewers and drains as well as the repair of 58 blockages. Structural repairs were made to 121 catch basins and manholes and 2,175 catch basins were cleaned generating 1,125 tons of accumulated sand, sediment, and debris. The Division discharged 3.6 billion gallons of wastewater to the MWRA sewer interceptors during 2004, resulting in an average daily flow of 9.88 million gallons, which was 8.4% less than the total discharge for 2003. Total operation and maintenance costs for wastewater collection were offset by \$11,051,471 in revenues generated by the sewer use charge, which is assessed based on metered water consumption.

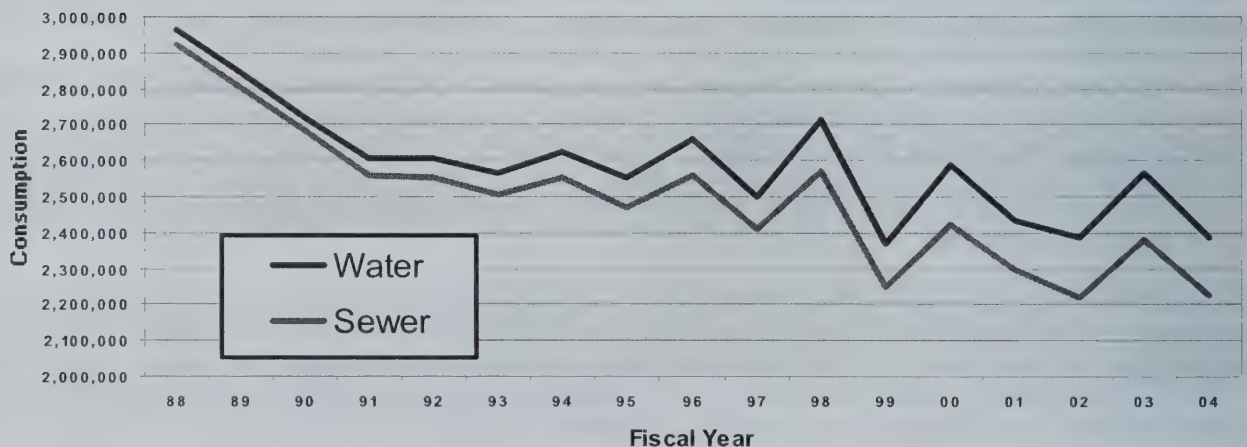


**Water sewer pipe replacement**

The recommendations of the 1998 Wastewater System Master Plan continue to be implemented. Construction projects to correct sewer system deficiencies have been identified and categorized as: 1)

structural improvements, 2) sewer and drain separation, 3) infiltration reduction, 4) hydraulic capacity restoration and 5) cleaning and TV inspection to identify areas for further investigation and maintenance. Projects are designed and constructed with the overall goals of eliminating sewerage backups into homes and businesses, preventing costly system failures, and lowering MWRA wholesale sewerage discharge costs.

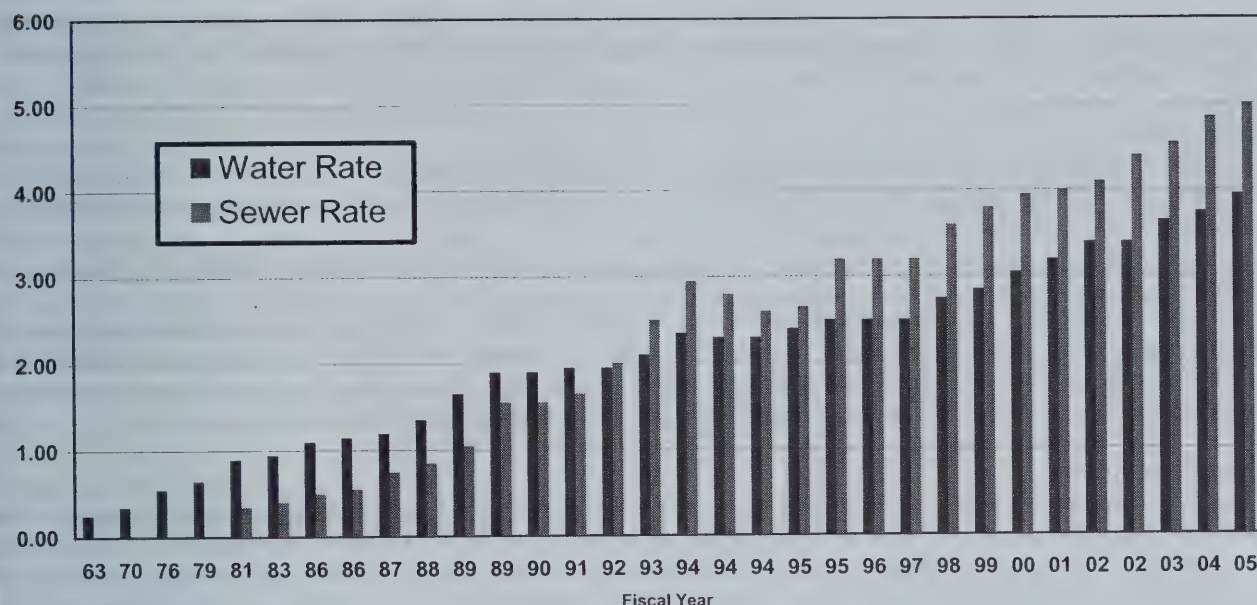
### Water Consumption & Sewer Discharge



As a result of increases in debt service for wastewater projects and MWRA wholesale assessments, the Board of Selectmen increased the retail water rate from \$3.75 to \$3.95 per hundred cubic feet and the sewer use charge from \$4.85 to \$5.00 per hundred cubic feet of water consumed. The new water and sewer rates represent a combined increase of 4.07% over the previous year and were effective on July 1, 2004.



## Water & Sewer Retail Rates



Representation to the Massachusetts Water Resources Authority was provided by Charles P. Barry of the Engineering Division, who serves as the Town's designee to the MWRA Advisory Board. In addition, Andrew M. Pappastergion, Director of the Water and Sewer Division, continued to serve as a member of the MWRA Board of Directors representing the sixty-one cities and towns of the MWRA service area.

## Parks and Open Space Division

The Mission of the Parks and Open Space Division is to develop a clean, green, safe, accessible well maintained network of parks and open spaces for both passive and active recreational uses. In addition, the Division works to preserve the historic integrity and cultural significance of Brookline's landscape.

Despite the developed character of Brookline and its proximity to Boston, a significant area of the Town is still open. Neighborhood parks and tree-lined streets, as well as grand open spaces such as Larz Anderson Park and the Muddy River system, are a signature of Brookline's character. The remarkable presence of this open space is due in large measure to the foresight of earlier citizens. Brookline was greatly fortunate to receive some important donations of land, to have Town leaders who purchased open space for public use, and to have residents with exceptional strengths in this area such as Frederick Law Olmsted, architect of the Emerald Necklace.

The Parks and Open Space Division, in conjunction with the Recreation Department, maintains over 600 acres of public open space, comprising 17 parks, four sanctuaries, 22 playgrounds, land around 12 public buildings, four parking areas, 41 traffic islands, and an extensive network of street trees throughout the Town. The Division maintains 21 multi-use playing fields, 22 tot lots, 19 basketball courts, 36 hard surface tennis courts, and one set of five clay courts. In addition, the Division maintains a full-sized outdoor skating facility (the Pavilion) at Larz Anderson Park.

### Parks & Public Grounds

The Parks and Open Space Division provides maintenance for, and repair of, all play equipment, park furniture, walkways and fixtures in the Town parks and playgrounds. The Division continues to plan and implement improvements to the parks, open spaces, fields, fences, and pathways associated with areas that undergo heavy use and deterioration daily. The following projects are highlights of 2004.

### **Monmouth Park**

The Division completed an extensive design review process for the renovation of Monmouth Park. The park improvements are being funded through Community Development Block Grant (CDBG) monies and will include the installation of irrigation, new lawn areas, seating, fence renovation, toddler playground equipment, ornamental plantings, and landscape connections to the Brookline Art Center. Construction is anticipated to commence in the spring/summer of 2005.

### **Coolidge Park**

The Division completed renovations to Coolidge Park including new playground equipment, lawn restoration, tennis court resurfacing, site furniture, and pedestrian scale lighting. The final phase will include additional plantings.

### **Training**

Staff training is a critical step towards improved park maintenance. This year the emphasis has been on leadership training so Town managers are better able to provide on-the-job training, management and supervision. Zone managers also received specialized landscape training at New England Grows. In addition, the Town sponsored an Electrical Safety Training program for the tree maintenance crew.

### **Larz Anderson Park**

The Town of Brookline's open space system is fortunate to include Larz Anderson Park, a former estate donated by Isabel Anderson in 1948 in honor of her husband, Larz. To further the recommendations of the Master Plan, the decaying perimeter walls on Goddard Avenue and Newton Street were rebuilt. The Division also removed invasive aquatic vegetation at the Lagoon and finalized the designs for plantings near the community gardens and for the pergola at the top of the hill.

### **The Muddy River Restoration Project**

The spine of the Emerald Necklace, the Muddy River, is a 3.5-mile linear park system that integrates reflecting pools, the Babbling Brook, bike paths, walkways, tree-lined parkways, shorelines, historic paths/steps/bridges and beaches. This unified system of linked parks is one of the most significant historic waterways in the nation. With increasing regularity, moderate rains necessitate emergency response measures to address storm water overflow. These events inspired a multi-jurisdictional park and public works project to restore the Muddy River's civil engineering structure, flood handling capacity, historic integrity, and ecological vitality.

Phase I of the Muddy River Restoration Project addresses flood control, water quality and wildlife enhancement as well as historic landscape rehabilitation. The supplemental Final Environmental Impact Report will be submitted to the Massachusetts Environmental Protection Agency (MEPA) in early February. The project is still seeking full funding from the federal government. Following restoration, the Emerald Necklace will be a fully functioning, more ecologically balanced, and more attractive park system.

### **Olmsted Park**

The Division completed major shrub and turf renovations throughout Olmsted Park and continued the Massachusetts Fish and Wildlife-approved goose control program.

### **Streetscape Beautification Program**

The Town augmented its commercial areas beautification program with the addition of planters in Washington Square. The planters are now seasonal enhancements to the Coolidge Corner, Brookline Village, St. Mary's, Harvard Street, and Washington Square commercial areas of Town.

### **Playground Equipment Upgrades**

Every year the Division makes safety, accessibility and functional improvements to the play equipment in the Town's





parks and playgrounds. During the past year new playground equipment were installed in Coolidge Playground and Longwood Park (Lawrence School) and safety features, fencing and/or surfacing was improved at New Lincoln School, Murphy Playground, Devotion School and Emerson Playgrounds.

### **MWRA Fisher Hill Reservoir**

In the spring of 2001, a Master Planning Committee was established by the Board of Selectmen to evaluate the reuse potential of the 4.8-acre Town-owned underground reservoir and the 9.9-Acre MWRA Fisher Hill Reservoir site. The recommended use for the state-owned site was a scenic amenity and public park that incorporates an athletic field and passive recreation. The Committee required that the design be compatible with the character of the neighborhood, be handicap accessible, provide a reasonable amount of parking, provide wooded areas for wildlife habitat, protect the historic gatehouse, incorporate an athletic field, and provide pedestrian access. On January 7, 2003 the Board of Selectmen established a Design Review Committee to develop a plan and program for the park, with associated costs. The Fisher Hill Reservoir Design Review Committee voted to approve the Park Master Plan, as presented by the Halvorson Design Partnership, after a series of meetings during 2003.

At the May 2005 Town Meeting a Warrant Article authorizing the Town to commence the process of transferring the former MWRA reservoir to the Town of Brookline will be proposed.

### **Brookline Park Rangers**

The Brookline Park Ranger program began four summers ago, funded by a grant from the Department of Environmental Management, the Emerald Necklace Conservancy, and the Brookline Community Fund. As part of a joint program between the Division of Parks and Open Spaces and the Brookline Police Department, the role of the Ranger is threefold: safety, stewardship, and education.

The Rangers offer weekly programs designed to showcase and utilize the history and natural resources of the Town's extensive parks and open space. From interpretive walking tours to creative writing, the Rangers lead a host of activities for all ages. The Rangers spearheaded the *Brookline in Bloom* program working with over 600 volunteers to plant 100,000 bulbs in Brookline's greenspaces town-wide.



### **School Improvements**

In 2004, school grounds and athletic fields throughout Town saw an increased level of overall maintenance. School grounds were weeded and mulched, shrubs trimmed, and trees pruned. In preparation for the school opening in September, walkways were repaired and swept, and flowers planted near the entrances by the Park and Open Space crews. In addition to improved maintenance of the school grounds, the Division commenced several special projects including the construction of a seat wall and improved drainage at the New Lincoln School, new plantings at Pierce School, new play equipment at the Lawrence School, and complete landscape renovation of the Devotion School grounds.

### **Longwood Avenue Playground/Lawrence School**

The Longwood Park Restoration Project was completed in the summer of 2004. The park restoration includes:

- Two new sets of play equipment
- New pedestrian entries, pathways, passive seating areas, and ornamental plantings
- Renovation of the ball fields and irrigation
- Resurfacing the tennis courts and rebuilding the basketball court
- Perimeter plantings to maintain the visual character of the park and plan for the eventual replacement of the very mature oaks





### **Baker School**

The tennis courts at the Baker School were repaired, perimeter trees were pruned, new posts and nets were installed, and new signage posted. This project was completed in partnership with Chestnut Hill Realty.

### **Cemetery**

The initiative of the Trustees to improve the maintenance of the Walnut Hills Cemetery has resulted in an increase in

the dignity and overall appearance of the cemetery. The Trustees have increased their vigilance of the enforcement of the new rules and regulations, which are now included with every deed sold. Town Staff and the Cemetery Trustees have completed a Master Plan for the Walnut Hills Cemetery. The purpose of the Master Plan is to develop cemetery-wide recommendations with an implementation plan for the entire property and its relationship to adjacent lands that can be used as a guide for both long and short term planning.

In addition, the Cemetery Trustees became involved in a town-wide debate regarding the installation of a cell tower in South Brookline and strongly and vocally opposed the placement of a monopole cell tower on the historic cemetery grounds.



***Walnut Hill Cemetery Trustees***

The Town and the Friends of the Old Burying Ground began restoration of the stones and markers at the cemetery on Walnut Street. With \$5,000 from the Brookline Community Fund, the Friends of the Old Burying Ground have raised \$26,000, to be used towards this effort.

### **Forestry**

The goal of the forestry program is to preserve and maintain all shade trees along public ways, parks, school grounds, cemeteries, and all other public grounds. The forestry program provides for the safety of all public ways and grounds through the removal of dangerous limbs and trees and is responsible for replacing trees that have been removed. The total number of trees under the jurisdiction of the program is reported as more than 50,000.

The Town continues to strongly support the tree-planting program. In 2004, the tree-planting contract for streets and parks resulted in approximately 150 trees being planted. The forestry program works with interested citizens, businesses, and environmental advocacy groups to enhance the care of the urban forest.

### **Conservation**

The Brookline Conservation Commission is responsible for the administration of environmental laws and policies, open space protection and management, water management, preservation of natural features of the environment, and coordination for joint action with many town bodies. The Commission administers and enforces the Massachusetts Wetlands Protection Act through its review of permit applications and issuance of Determinations of Applicability, Orders of Conditions, Certificates of Compliance, and Enforcement Orders. The Commission also administers the Federal Flood Protection Program. It initiates and helps guide studies concerning open space, water quality, flooding, and other aspects of local environmental quality. It prepares and oversees



***Conservation Commission***



implementation of the Town's Open Space Plan and manages conservation areas owned and conservation restrictions held by the Town. The Conservation Commission seeks and administers grants to support the Town's environmental protection efforts, and guides many volunteer maintenance and improvement activities.

### **Wetlands Protection Act Enforcement**

The Commission has been particularly concerned about the recent construction of large houses in wetlands buffer zones bordering Town sanctuaries. The protection afforded by the Wetlands Protection Act and current zoning by-law appears inadequate and is less extensive than that afforded by many other local by-laws. Projects in close proximity to river and wetland areas have required close oversight during the past year. The Conservation Commission has begun the process of drafting a local wetlands by-law for consideration by a future Town Meeting.

### **Open Space Plan 2005**

The Brookline Conservation Commission has commenced an update of the Town's Open Space Plan 2000. The Massachusetts Executive Office of Environmental Affairs through its Division of Conservation Services to take place every five years mandates this process. The Open Space Plan 2005 Committee is composed of Town staff, members of related boards and commissions, and private citizens, working together to create a Plan that will reflect the needs and goals of the entire community.

During the next five years, Brookline's Open Space Plan 2005 will be used as a tool for preservation, improvements and acquisition of open space. Open Space Plan 2005 will be an overview of today and a vision for tomorrow. The Open Space Plan 2005 will be completed by the fall.

## **Engineering and Transportation Division**

Under the direction of Mr. Peter M. Ditto, P.E., the Engineering and Transportation Division of the Department of Public Works (DPW) is charged with the management and administration of town infrastructure, as well as the design and implementation of the vast majority of Public Works' items contained in the Town's Capital Improvement Program (CIP). Town infrastructure includes surface facilities in the areas of all public right-of-ways, such as roadways, sidewalks, traffic signals and parks, as well as those facilities that lie underground, for example, storm drain/sewer systems, water supply lines, and traffic signal/street lighting conduit. CIP projects range in type from roadway reconstruction, to sewer separation, to landfill reclamation efforts.

In order to effectively manage both the diversity and complexity of infrastructure issues for which the Division is responsible, administrative programs and project undertakings are assigned to one of two disciplines: Engineering or Transportation. While it is inevitable, and largely by organizational design, that these two sectors should frequently overlap, the Engineering Section is fundamentally concerned with issues of civil and environmental engineering, while the Transportation Section is devoted primarily to transportation planning and traffic engineering.

### **Engineering**

#### **Professional Staff**

The Engineering section is supported by a staff of 12, including the Director, whose professional qualifications or licenses include two Engineers-In-Training (EIT); one Surveyor-In-Training (SIT); two Professional Land Surveyors (PLS); four Professional Engineers (PE); one Registered Architect (RA); and one certified Construction Supervisor (CS).

Educational backgrounds for employees both within, and directly affiliated with, this professional Division are equally divided among those who have achieved Masters degrees in Engineering, Architecture or Landscape Architecture; Bachelor of Science degrees in Civil Engineering; or Associates degrees in Engineering. Engineering specializations include degrees with an environmental or transportation focus. Several employees continue to pursue either an advanced degree in Engineering, professional development courses, or certificate programs in Engineering or Construction Management.

The Engineering section works in close concert with the Transportation section of the Division. In addition, Ms. Annie Blair (RLA), a registered Landscape Architect, provides the Engineering section with design and construction assistance on issues of landscape architecture.

The Engineering-Transportation Division is presently at full complement, a staffing situation that significantly strengthens the capacity of the Division to accomplish its demanding program of annual civil, environmental and transportation projects. This is the structural and professional direction in which the Division has been heading in recent years, thereby enabling Brookline to accomplish in-house, design-engineering projects with limited or little consultant involvement.

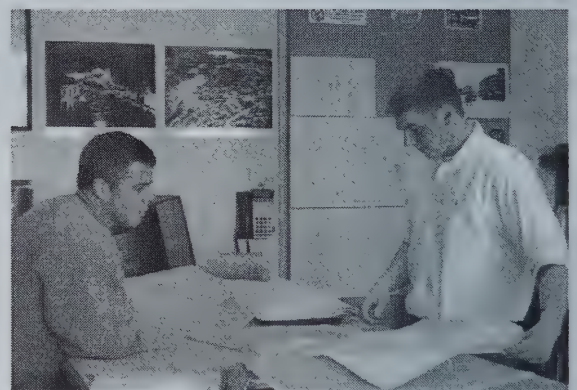
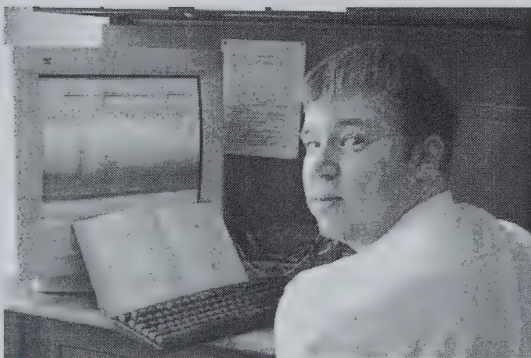


***Engineering-Transportation Team:*** (back row, left to right) Kurt Fraser, David Friend, Chris Hobbick, Marc Besio, Jeff Forman, Peter Ditto; (front row) Tom Condon, Annie Blair, Carolyn Purpura, and Bill Smith; (not pictured: Charlie Barry, Mark Mansfield, Uttam Nirmal, Rob Kefalas, Karen Naymie, and Jay Hersey)

It is anticipated that these in-house professional capabilities will result in an increase in the number of maintenance and capital projects programmed and a decrease in consultant expenditures by the Division. In addition, the professional staff is in a better position to manage more effectively those consultant contracts, often complex, that will and need to continue to be a part of the Division's design-engineering strategy.

In addition to the permanent, full-time, employee roster, the Engineering section sponsors at least one summer internship and several co-op postings throughout the academic year. In the past, Brookline has hosted students from engineering, architecture, and construction Management programs at regional educational institutions such as Tufts University, Northeastern University, and Wentworth Institute of Technology.

Most recently, during calendar year 2004, Brookline Engineering, in close cooperation with Wentworth, provided co-op placements for three qualified students: David Sullivan and Steve Staseski, both enrolled in the Architecture Engineering Technology program; and Paul Wuori, from the Construction Management program. These co-op students work directly with staff professionals in a diversity of endeavors, from learning to survey to digitally documenting water and sewer records.



***Engineering-Co-op Students:*** Paul Wuori (left) and Steve Staseski (right), both students at Wentworth Institute of Technology, work as Co-op students in Brookline Engineering. Paul documents house connections as a part of the Town's digital records of the water distribution system, while Steve addresses a public query regarding available plot plans and survey documentation maintained within the Brookline Engineering archives.



## Division Charges

Responsibilities of the Engineering section are themselves divisible into four broad categories: 1) Permit Administration and Inspection; 2) Archival Maintenance and Reference; 3) Interagency Coordination and Oversight; 4) CIP Project Management and Engineering; and 5) Public Process:

### 1) Permit Administration and Inspection

The Engineering Section oversees the issuance of Street Opening and Occupancy Permits, typically given to contractors working in public right-of-ways for utility companies, communication corporations, public authorities or private property owners. Construction work that would typically require such permitting can be either at the sidewalk or street surfaces, or require digging or trenching beneath these finished grades. Parks and school grounds also demand permit consideration.

The purpose of this permit process is both to protect the public infrastructure (property) of the municipality and to promote public safety. This permit system and associated database, is actively maintained on the Town's network. The system generates revenue through licensing fees, which serve to offset costs of oversight and administration. Division Inspectors, with the aid of a pre-application process, determine the type of work, associated charges, and anticipated impacts to material integrity and traffic/parking conditions. In addition, Inspectors monitor the work and assure that restoration meets with Town specifications.

Sanitary Sewer, Storm Drain, and Water Supply Connections are also within the permitting purview of the Engineering Division. Following application procedures, engineered plans and necessary documentation are submitted to Division personnel for review and subsequently, if recommended, for approval by the Director. Generally, these connection permits are associated with parcel developments, capacity, and material upgrades or maintenance when failures occur.

### 2) Archival Maintenance and Reference

The Engineering Section maintains record plans of its water, sewer, and storm drain systems, including individual parcel connections. In addition, plot plans, or surveyed drawings, complete with bound locations, are maintained for all lands within the Town, whether public or private. These infrastructure and survey documents are kept in an extensive archive, copies of which are available to the public upon request. Along with records of property and Town-owned services, the Engineering archives contain construction plans for all Public Works projects, such as roadways, bridges, and park facilities.

### 3) Interagency Coordination and Oversight

The Engineering Section coordinates directly with state authorities, such as the MBTA and MWRA, whose infrastructure is both located in Brookline and serves the community and/or its immediate region. Similarly, Engineering permits and supervises the maintenance, upgrade, and installation of utility systems or communication networks, whether publicly or privately sponsored. Significant projects this past year were undertaken by the following State agencies or utility companies: MBTA, MWRA, BOSTON GAS, NSTAR, RCN, AT&T, and Comcast.

The Engineering section works closely with the Massachusetts Highway Department (MHD), both in maintaining the integrity and functionality of State Route 9 (Boylston Street through Brookline) and in administering state and federal transportation dollars for local Brookline projects through two programmatic vehicles: the State's Chapter 90 Reimbursable Roadway Funds and the State's Transportation Improvement Program (TIP).

The Chapter 90 program is a recurring annual state appropriation for municipalities, the amount of which will fluctuate annually based on the formulaic tabulation and legislative authorization factors. Approximately \$480,000 was allocated to Brookline in FY04 through the Chapter 90 program, while Brookline secured an anticipated \$8.6M of roadway and enhancement funds for the Beacon Street Reconstruction, through the auspices of the TIP.

### 4) CIP Project Management and Design Engineering

The Engineering Section implements projects listed in the Town's CIP which might entail project planning, feasibility studies, site surveys, design engineering, preparation of specifications and cost estimates, project advertising and bidding, contract execution, and construction administration and supervision. In this capacity,

Engineering functions inter-divisionally, serving the professional engineering, architecture, landscape, and surveying needs of each of the other divisions within DPW.

The following project briefs, which represent CIP items listed in Parks, Water & Sewer, Highways, as well as Engineering and Transportation, offer an overview of the Division's 2003 endeavors:

### **Engineering CIP**

- **Roadway Reconstruction** – 2.7 miles of roadways were resurfaced or reconstructed, totaling 400,013 square feet and representing 15 local Brookline streets: Ackers Avenue, Chesham Road, Denny Road, Eliot Crescent, Mason Terrace (Summit to Town Line), Strathmore Road (Beacon to Clinton Path), Valley Road, Harvard Street (Beacon to School), Bellingham Road (South to Grove), Country Road, Dale Street, Kent Square, Newell Road, Newton Street, Goddard Avenue, and Sumner Street.
- **Sidewalk Maintenance** – Approximately 6,210 square yards of cement concrete sidewalks and accessibility ramps were replaced.
- **Roadway Maintenance** – 2,218 square yards of bituminous concrete repair (patching) to roadway defects and hazards, including lengths of sidewalk that are constructed of bituminous concrete (asphalt), rather than cement concrete, representing a year-end total of 218 tons of asphalt mix applied to overlay roadway or sidewalk segments.
- **Granite Curbing** – 167 linear feet of new granite curb was installed.
- **Asphalt Berm** – 506 linear feet of bituminous concrete berm (curb) was installed.

- **Beacon Street Reconstruction and Enhancements**

The Town and their consultant team, composed of civil and traffic engineering firm VHB, landscape architectural firm CRJA, and electrical and lighting engineering firm FST, submitted 100% Plans, Specifications, and Cost Estimates (PS&E) to Mass Highway for final review and comment. The project remains on the State's Transportation Improvement Program (TIP) for funding in Fiscal Years 2004 and 2005. Mass Highway anticipates project advertising and contract award in early 2005, with construction beginning in the spring of that same year.

The project is designed to improve safety and operations along this historic corridor, while providing landscape and pedestrian features. The roadway segment of the project will provide for a new traffic signal system, left-turn storage lanes along the median, a dedicated maneuvering lane for angle parking facilities, accessible sidewalks, wheelchair ramps and pedestrian crossings, fully compliant with regulations, a continuous bicycle facility, a resurfaced roadway, and pavement markings and signing compliant with current guidelines.

Transportation enhancement items provide for the restoration of the historic median stairs at Lancaster/Fairbanks, Brandon Hall and Summit Path, reinforcement of the historic tree canopies along the boulevard; decorative tree pits at commercial areas, pedestrian amenities such as benches, trash receptacles, and bike racks; and an improved and historically appropriate street lighting system, addressing current illumination and safety standards.

- **Carlton Street Footbridge**

The Board of Selectmen amended the Town's contract with Ammann & Whitney, PC, in the amount of \$30,000, for additional consulting engineering services and landscape architectural services provided by sub-consultant Carol R Johnson Associates. Pursuant to this undertaking, the Board appointed a Design Review Committee (DRC), co-chaired by Selectmen Michael Sher and Gil Hoy, composed of representatives from relevant Town boards and commissions, as well as four neighborhood representatives.



Through a successful and encompassing public process of seven meetings, under the leadership of Ammann & Whitney Project Engineer, Andre Martecchini, the footbridge DRC approved a preliminary design for the footbridge rehabilitation that both preserves the historic integrity of the pedestrian structure at Riverway Park, while providing alternate access at the Longwood T-stop, a series of ramps and stairs that would be fully compliant with all state and federal regulations governing accessibility for the disabled community.

This proposed alternative would require a variance from present regulations of the Massachusetts Architectural Access Board. The Engineering Division staff prepared the application for variance, developed preliminary plans and cost estimates in conjunction with the consultant, Ammann & Whitney, and secured requisite letters of determination and support. These documents will be reviewed by the projects DRC and, if approved, the variance request will be submitted to the States Architectural Access Board early in 2005 for their review and finding. Brookline Engineering will be assessing outside funding programs for which the footbridge project might qualify, as directed by Town Meeting. The Muddy River Supplemental Final Environmental Impact Report will be updated to reflect the Town's progress on the footbridge, the restoration of which was a requirement within the MEPA finding.

- **NPDES Phase II General Permit for Small Municipal Storm Separate Sewer Systems**

The National Pollutant Discharge and Elimination System (NPDES) Phase II - Small Municipal Storm Separate Sewer Systems General Permit (MS4GP) is a permit issued to the Town by the US Environmental Protection Agency (EPA) and the MA Department of Environmental Protection (DEP) authorizing storm water discharges. As part of the permit requirements the Town must develop and manage storm water through a series of Best Management Practices (BMPs).

The DPW/Engineering Division is responsible for the preparation and implementation of the Town's Storm Water Management Program (SWMP). The DEP and EPA require a SWMP to contain the following BMPs: Public Education, Public Participation, Illicit Discharge Detection and Elimination, Construction Site Runoff Control, Post Construction Runoff Control, and Municipal Good Housekeeping.

- **Newton Street Landfill**

The Town is required by the Massachusetts Department of Environmental Protection (DEP) to close the two inactive, unlined landfills located on Incinerator Drive off of Newton Street. The future uses for the two sites are: DPW operations (Back Landfill), and passive/active recreation (Front Landfill).

The DPW/Engineering Division is responsible for managing and completing the landfill closure projects. The Town received a permit from DEP to cap the rear landfill and relocate off-site waste from abutting properties at the front landfill. Construction at the Back Landfill and Front Landfill will begin Spring/Summer 2005. This work will also include improvements to the existing Transfer Station Facility planned for Summer/Fall 2005. Further DEP approvals for the front landfill are anticipated in the Spring of 2005.

- **Harvard Street Reconstruction**

The final phase of the Harvard Street roadway reconstruction began in April 2004. This roadway project started in 2003 with the Engineering/Transportation Division in-house re-design of Harvard Street from Beacon Street to Aspinwall Avenue. This project was subsequently sent out to bid and awarded to Franchi equipment Co. Inc..

The following goals were achieved in 2004:

- The pouring of concrete sidewalks and wheelchair ramps at intersections from Beacon Street to Aspinwall Avenue, thereby making the pedestrian ways compliant with current state and federal accessibility regulations
- The installation and energizing of street lights between Beacon Street and Aspinwall Avenue
- The re-paving of Harvard Street between Beacon Street and Aspinwall Avenue
- The installation of warning, regulatory, and route marker signs within the same stretch of roadway

- The installation of "Street-Scape" items including 50 street trees, 14 benches, 14 trash receptacles, 14 planters, and 14 bike racks
- The provision of new pavement markings along this segment of Harvard Street, including a continuous bicycle facility (together with corresponding signage), pedestrian crossings, and metered parking was demarked

The Harvard Street Reconstruction contract will be closed out and accounts reconciled early in 2005.



**Harvard Street Reconstruction:** *Features of the continued improvements along Brookline's oldest arterial street include delineated travel and turning lanes, curb extensions at pedestrian crossings for safety and visibility, enhanced street lighting, a resurfaced roadway, a continuous bicycle provision, fully accessible sidewalks and pedestrian crossings, street trees, planters, bicycle racks, trash receptacles, and benches.*

### Transportation CIP

Traffic signals were installed and brought on line at the intersection of Washington and Park Streets.

### Parks and Open Space/Recreation CIP

#### Larz Anderson Wall:

In total, the Town replaced 754 linear feet of the 12-foot high wall around Larz Anderson Park. The new, poured in place, reinforced concrete wall was constructed in the same shape and form as the historic wall. Special coloring agents were added to match the historic wall's color as closely as possible, while the surface was lightly sand blasted to match the historic walls finish. The bituminous concrete sidewalk abutting the wall on Newton street was also replaced with a new Portland cement sidewalk. The contract was completed without having to remove any of the trees that were in close proximity of the wall, a concern during project construction.

#### Coolidge Playground:

The reconstruction of Coolidge Playground was completed.

#### Tennis Courts:

The tennis courts at Driscoll School and Coolidge Playground were rehabilitated. Work included crack repair and color resurfacing.

#### Muddy River Restoration:

The Engineering section continued participation in the Muddy River Restoration project design engineering and project EIR.



## Water and Sewer CIP

### Sewer Separation Project

Combined sanitary and storm sewers on Davis Avenue, Washington Street and Station Street were separated by installing a new drainage system. The project was highlighted by the 'jacking' required in order to locate a conduit beneath the MBTA tracks at the Brookline Village Station, thereby providing a necessary connection to the Pearl Street drain.

The Town installed 2,620 linear feet of new reinforced concrete storm drainpipe in the Brookline Village commercial area along Station St and Washington St. Pipe was also installed on the residential area of Davis Ave and Elm St. In these lengths, the size of the pipe varied between 12" and 42" in diameter.

In order to connect the new 42" storm drain on Washington Street and Station St. to the 150" x 84" Village Brook Relief Drain on Pearl Street, the contractor had to pipe-jack under the MBTA D line tracks at the Brookline Village train stop. The installation was completed while the MBTA trains continued to travel normally.

The project has removed a large quantity of storm water from the Town sewer system. This will help prevent sewage pollution of the Boston harbor by reducing the amount of sewage released from the MWRA Combined Sewer Overflows into the harbor, an environmental enhancement.

### Sewer Rehabilitation Project

During 2004, approximately 40% of the contract's scope of work was fulfilled, work items that included the installation of 1,300 linear feet of an 8-inch sewer liner, 1,750 linear feet of an 18-inch sewer liner and 3,150 linear feet of a 20x25-inch sewer liner. The contract will be completed in the next year and will include the further installation of sewer liner, the cement lining of vertical manholes, and the replacement of sewer service laterals.

### Illicit Connections

Contracts were executed during 2004 for the investigation and locating of illicit connections in the Chestnut Hill and South Brookline areas, in order that improper connections to storm drains and sanitary sewers can be identified, isolated and corrected. To date, approximately 35,000 linear feet of sewer pipe has been examined to locate sources, such as a house sewer connecting to the Town's storm drain line. Further investigation is anticipated in the next year, as well as a determination of extent and proposed corrections.

## 5) Public Process

It falls within the purview of the Engineering section to facilitate public processes as they relate to maintenance and capital improvement projects, as well as those construction projects in Brookline undertaken by state authorities or private utility companies. Public processes conducted by the Engineering Division, or in which Engineering was participatory, in 2003 include those associated with the following projects: Beacon Street Reconstruction and Enhancements, Commercial Areas Streetscape, Landfill/Transfer Station, Carlton Street Footbridge, and Newsrack Organization and Management in Commercial Areas.

## Transportation

A Transportation Planner, a Transportation Engineer, and a Senior Clerk staff the Transportation Section of the Division. Duties of the Transportation section staff include:

- (1) Provide technical support and administrative services to the Brookline Transportation Board;
- (2) Respond to resident inquiries or complaints regarding traffic or pedestrian safety, parking, and taxi operations;
- (3) Conduct small-scale traffic calming, traffic safety, and parking studies; as well as spot studies on the use and placement of traffic control devices and parking signage;
- (4) Oversee the design of intersection and traffic signal improvement projects;
- (5) Manage the Town parking system (metered and curbside parking spaces) and ParkCard program;

- (6) Administer the resident daytime, guest overnight, resident overnight, and commercial area employee parking permit programs;
- (7) Regulate the taxicab industry and limousine services;
- (8) Assess the impacts of all major new development projects on traffic flow and parking.

### **Transportation Board Meetings**

The Transportation Board, a citizen body of six appointed by the Board of Selectmen, is charged with oversight of the Town's Traffic Rules and Regulations. The Board meets on a regular basis to review and adopt traffic and parking policies, to review and approve various license applications, and to act upon recommendations for traffic safety and parking improvements identified by Town residents and Division staff. During 2004, the Board conducted nine public meetings and took action on 64 traffic, parking, and taxi items under their jurisdiction.



**Transportation Board**

### **Resident Inquiries**

During 2004, the Division received and responded to over 4,000 telephone, email, or written requests for transportation and parking-related information from Brookline residents. The vast majority of these inquiries concerned the Town's parking policies and parking availability. Approximately 80 of the inquiries involved public safety issues of sufficient concern to trigger further study and action by the DPW or Transportation Board.

DPW staff continues to revise and update the transportation section on the Town web site in hopes that more residents will seek answers there to questions they may have before contacting the staff directly. The web site provides an up-to-date description of all of the Town's transportation and parking programs, as well as contact information. It can be accessed at: [www.townofbrooklinemass.com/transportation](http://www.townofbrooklinemass.com/transportation).

### **Parking Programs Administration**

The Transportation section administers the resident daytime parking permit program, the overnight guest parking program, the overnight resident parking program, the commercial permit parking program, and the temporary parking permit program. It also evaluates and acts upon, with the approval of the Transportation Board, all requests for handicapped parking and valet parking spaces. In 2004, the Transportation section:

- Issued 319 resident daytime parking permits to 260 households;
- Renewed the valet parking licenses for 3 eating establishments;
- Created 5 handicapped parking spaces for disabled residents in need of convenient parking;
- Issued 3,138 temporary No Parking/Tow Zone signs to 1,260 residents and/or contractors to assist during moving or construction periods;
- Issued 1,041 temporary parking permits to residents and others who suffered conditions that qualified them for short-term exemptions to the two-hour daytime parking time limit;
- Managed the resident overnight parking program that now encompasses 309 off-street parking spaces in 11 locations, including the new Marriott Courtyard Hotel; rented an average of 200 overnight parking spaces each month;
- Created a new overnight monthly rental and overnight guest parking area on the outbound side of the Beacon Street median to serve residents in the area of Washington Square;
- Issued 132 commercial hangtags to 79 businesses for employee parking in Brookline Village, and 56 parking permits for employee daytime parking in the Coolidge Corner commercial district.



At the request of residents and Town Meeting Members, the Transportation Board and Division staff completed its comprehensive review of the existing regulation that prohibits curbside parking on Brookline streets to 2-hours unless otherwise regulated. Following five public hearings on the subject, the Board adopted a revised regulation that provides clearer guidance to the police department on the purpose of the 2-hour rule, its desired enforcement priorities, and the conditions under which exemptions should be issued. The regulation clarified the conditions that warrant the issuance of short-term or temporary parking permits, and modified the procedures for designating resident permits parking areas and issuing resident parking permits.

### **Parking Meter Management**

The Transportation section staff, working in concert with the DPW Highway Division, assumes primary responsibility for managing the Town's parking meters and parking lots. During 2004, no major changes were made to the parking time limits or rates charged at the over 2,500 parking meters in the town. The Town has estimated, however, that the upcoming Beacon Street reconstruction project will result in the loss of 140 existing parking meters along Beacon Street. To offset that loss, the Transportation Board approved the installation of an additional 76 parking spaces along Beacon Street, Charles Street, and Babcock Street. The parking meters would be installed on a schedule commensurate with removal of the existing meters during the Beacon Street reconstruction project. DPW Division staff, in cooperation with the Information Technology and GIS staff, also developed a comprehensive GIS inventory and database that identifies the location, parking fee schedule, and time limit of every parking meter in the town.

The Division also administered the ParkCard parking program -- a cashless way to pay for parking at all of the town's electronic meters. During 2004, the ParkCard machine located in the lobby of the Public Safety Building dispensed a total of 575 ParkCards, handled 1,800 transactions, and collected almost \$50,000 in parking revenue.

### **Traffic Signals**

Both the design of new traffic signals and the operation (phasing and timing) of existing traffic signals fall under the purview of the Transportation Division. Traffic counts and speed monitor data are also routinely gathered to provide information necessary for traffic signal design or modification. During 2004, Transportation Division staff performed speed studies at 10 locations and assisted the Engineering Division in overseeing construction of a new traffic signal at the intersection of Washington Street and Park Street.

Both the Transportation Board and Division staff spent considerable time evaluating the DPW plans to change traffic patterns and install new traffic signals, pavement markings, traffic control signs, pedestrian/bicycle amenities, and other safety improvement features as part of the proposed reconstruction of Beacon Street. The Division also initiated, with consultant assistance, the evaluation of existing conditions and design of traffic signal and other improvements at six locations in South Brookline: Horace James Circle, Putterham Circle, Newton Street at West Roxbury Parkway, Grove Street at Allendale Road, Grove Street at South Street, and Independence Drive at Beverly Road/Russett Road.

### **Taxi Regulation**

The licensing and inspection of all taxicabs and limousines operating in the Town of Brookline falls under the jurisdiction of the Transportation Division and Transportation Board. During 2004, the Board and Division reissued taxicab business licenses to four taxicab companies and 10 independent owner operators. These existing taxi business licenses authorized the operation of 181 taxicabs in Brookline. A new taxi business license was also issued to Brookline Cab for the operation of one taxicab. In addition, approval was granted to Eagle Cab to convert from its current independent owner operator status to a full-service taxicab company with unique colors and dispatch services.

As required under the Brookline Taxicab Regulations, the entire operating fleet of approximately 150 taxis was subjected to, and successfully passed, a semi-annual inspection conducted by the DPW Highway Division. The taxi regulations were also modified to extend the time that taxicabs would be allowed to remain in service, and to require that all taxis be required to display a unique taxicab identification decal on the rear window of the

vehicle. The Transportation Board and Division also reviewed and approved the licenses for three limousine services.

### Review of Transportation Access Plans

All major new developments in Brookline undergo review for their potential traffic and parking impacts on the surrounding street system, as well as the adequacy of their access, circulation and on-site parking plans. During 2004, the Division staff performed detailed reviews of the traffic impact studies and access plans associated with the major development proposals at 2 Brookline Place, Star Market (Newton), the Omni Supermarket Site (Newton), 1285 Beacon Street (creation of 2-way street segment), 830-850 Boylston Street, the CVS Expansion (Washington/Cypress Streets), and The Hammonds at Chestnut Hill (Phase II).

### Traffic Safety and Parking Regulation

Division staff is always seeking ways to minimize the conflicts between autos, pedestrians and bicycles. The safe flow of traffic on the streets of Brookline is of the highest priority. Economic development and safe traffic flow also depend upon clearly delineated parking areas and adequate signage. During 2004, the Division worked with area residents and the School Department to develop and implement a comprehensive school staff parking plan for the Lawrence School. Division staff also assisted in developing the signage and marking plans associated with the reconstruction of Harvard Street between Beacon Street and School Street. As warranted by specific neighborhood safety concerns, the Transportation Board and Division staff authorized a total of 46 sign work orders that involved the installation of 158 new or modified traffic control signs, parking restriction signs, and pavement markings. In response to changing conditions in the corridor, a total of 40 traffic control and parking signs along the section of Walnut Street between Cypress Street and High Street were removed.

### Traffic Calming Program

Area-wide traffic calming studies are performed by Division staff to identify traffic volume, speed or parking conditions that might contribute to unsafe vehicular or pedestrian movements. The call for traffic calming studies are typically made by neighborhood associations or residents living on a particular street. The steps and actions that follow a request for neighborhood traffic calming are outlined in the Town of Brookline *Traffic Calming Policy and Procedures*.

The status of all past and present traffic calming projects in Brookline are summarized below.

Status of Traffic Calming Projects		
Status	Project	Notes
Completed	Greenough Street	Construction completed Fall 2000
	Winchester Street	Construction completed Spring 2001 Evaluation completed Spring 2004
	Walnut Street	Construction completed Fall 2001 Evaluation to be completed Spring 2005
	Driscoll School	Construction completed Fall 2003
Ongoing	Reservoir Road	Needs Assessment completed Spring 2002 Recommendation to be made Spring 2005
	Walnut Street at Kenyard/ Chestnut	Evaluation completed Winter 2003 Design plans to be developed Spring 2005
	Emerson Gardens	Needs Assessment completed Winter 2002 Recommendation to be made Spring 2005
	Coolidge Park	Needs Assessment to be completed 2005
	Pleasant / Babcock Streets	Needs Assessment to be completed 2005
Future	Rawson/ Gardner/ Blake Roads	Feasibility study of traffic circle underway
	Channing Road	Feasibility of speed bumps
	White Place	Feasibility of speed bumps/chicanes



## RECREATION DEPARTMENT

Robert Lynch, Director

The Park and Recreation Commission consists of seven residents appointed by the Brookline Board of Selectmen. The Commission is a policy-making board responsible to the Town for providing year-round, high-quality, indoor and outdoor recreation activities for children and adults. The goals of the Commission are to deliver programs that are culturally, socially, mentally, and physically based and are presented at well-maintained parks and facilities. Safety and quality are paramount. The Selectmen, Park and Recreation Commission, and Recreation staff are especially indebted to the numerous volunteers and citizen groups who contribute their time, energy and resources toward the improvement of Town facilities, parks, and recreation programs. The Park and Recreation Commission meets every second Monday of the month at the Police/Fire Headquarters at 350 Washington Street, Brookline.

### R.A.F.T. Program

The Recreation Activities for Teens (R.A.F.T.) program, created in 1992 in response to the findings of the Town's Youth Steering Committee, continues to expand. Over 1,000 teens have joined R.A.F.T. this year. The R.A.F.T. Teen Dances continue to be very successful and have proven to be a tremendous social gathering for Brookline's 6<sup>th</sup>, 7<sup>th</sup>, and 8<sup>th</sup> grade students. The 6<sup>th</sup> grade students now have their own dances, separate from the 7<sup>th</sup> and 8<sup>th</sup> grade students. Also, R.A.F.T. Friday Evening activities at the Soule Recreation Center continue to be a very popular activity.



*The new portable skateboard ramps and slides were placed throughout the Town during the spring and summer*

### Senior Citizens

Programs for senior citizens and membership in the Brookline Golden Age Club continue to expand. The ever-popular spring, summer, and fall day trips to destinations such as the North Shore Music Theatre, Foliage Trips, Foxwoods Casino, Martha's Vineyard, and a Day at the Races, continue to be filled to capacity. Golden Age Club monthly meetings are now held at the Brookline Senior Center.

### Swimming Pool

The pool staff continues to make adjustments throughout the year to meet the needs of the Brookline Community. Through a donation from the Brookline Community Fund, the pool now has a new portable handicap lift to assist patrons in and out of the pools. The Pool is now able to offer on-line registration services. The pool staff continues to attend monthly training courses and five members of the staff are now Certified Pool

Operators. This year the Brookline Recreation Department sponsored the second annual lifeguard Olympics for all of Massachusetts and finished in first place. The Recreations Swim Team, 248 strong, continues to be a leader in the Winter Suburban Swim League. In conjunction with the swim team parents, every child will have a pair of swim fins this coming season. A Committee of Seven, including three Building Commission members, three Park and Recreation Commission members, and a member of the Board of Selectmen, was established to oversee over a million dollars in renovations to the swimming pool facility. Stop by the Brookline Swimming Pool, site of the first public indoor pool in the United States of America, and enjoy a safe, clean aquatic facility that offers diverse modern programs.

### Day Camps

Once again, the Brookline Recreation Day Camps had a successful summer program. Children ages four to 13 were delighted with a variety of classes and activities offered during this eight-week camp. A seasonal summer staff of 120 participated in a two-day orientation, which included seminar sessions on all aspects of camp



management. More than 75 percent of the Day Camp staff completed certified courses in CPR and First Aid. The Recreation Department has added a full-time Health Coordinator to the day camp staff. Scholarships, totaling \$29,000, were granted to many children for Day Camp.



### **Brookline Golf Club**

The Brookline Golf Club at Putterham enjoyed another fine year. Renovations were started on the 17<sup>th</sup> and 18<sup>th</sup> holes resulting in a new tee complex. With increased marketing and a larger inventory of available items in the pro shop, the attendance at Putterham continues to increase. The Park and Recreation Commission continues the policy of keeping the golf course open all winter, which has been extremely successful. The Commission was pleased to sponsor the 11th annual Youth Sports Organization Golf Tournament, as a method of assisting Brookline volunteer organizations in their annual fund raising efforts. Join us at Putterham Meadows located in the south section of Brookline, adjacent to The Country Club and Pine Manor College.

### **Main Gym**

Many programs are operated at the Main Gym Facility. Over 400 children participate in the youth and travel basketball leagues, which are coached by parent volunteers. The program objective is to offer a recreational basketball league with the emphasis on participation, not winning. The Tap and Ballet classes, indoor tennis and indoor adult soccer round out the Main Gym programs. Although space prohibits listing each program and accomplishment, this report should mention the following essential offerings and significant accomplishments:

- Increased number of participants for adult indoor soccer program at the Main facility, cosponsored by Viking Soccer, by 35%.
- Working with the Town's Information Technology Department to operate a highly successful On-Line Registration program.
- Increased training/professional development opportunities for all staff.
- Recreation Department assisted numerous agencies with their transportation needs: Council on Aging, School Department, Police Academy, B.H.S. Athletics, Housing Authority and the School/Community Partnership.
- Started a new Infant/Toddler program at the Soule Recreation Center.
- Over 700 citizens participated in the Haunted Hay Ride, held at the Golf Course.
- Trained over 135 volunteer soccer coaches.
- Developed a "Code of Ethics" through the new Youth Sports Council.
- Recreation Lacrosse program joined the Mass Bay League.



- In cooperation with the Recreation Swim Team Parents, purchased swim fins for every participant on the swim team.
- Conducted free golf clinics for beginners.
- New courses offered in Pet First Aid and Babysitting.
- Cooperative agreements for field use are in place with Beaver Country Day School, Park School, Hellenic College, and Pine Manor College.
- Actively participate in the Brookline 300<sup>th</sup> planning process.
- Worked closely with the School Department to share spaces, thereby allowing more programming for all Brookline Citizens.
- Continue to work on the Park, Open Space, and Recreation Master Plan, which will be completed by June of 2005.
- Successfully completed the "Green Dog Off-Leash" pilot program within 13 parks. Will request a permanent program at the 2005 Annual Town Meeting.

The Park and Recreation Commission and the Recreation staff look forward to implementing new and exciting programs for 2005. The accomplishments of this past year were the result of the concerted effort of the Board of Selectmen, various commissions, various Town departments, staff, numerous volunteers, and our patrons.

The members of the Recreation Department are proud of our varied accomplishments and look forward to working with the Selectmen, boards, commissions, committees, and the general public during the coming year to fulfill the recreational needs of the residents of our community.

RECREATION - THE BENEFITS ARE ENDLESS ..... TM

## PUBLIC SCHOOLS OF BROOKLINE

William Lupini, Superintendent

### The Students and the Schools

The Brookline Public Schools include eight K-8 elementary schools, an early childhood center, and Brookline High School, a comprehensive high school for grades 9 through 12. As of December, 2004, there were 5,766 students enrolled in the Public Schools – 3,878 in the elementary schools and 1,888 at Brookline High School.

Twenty-eight percent of these students have a home language other than English, speaking one of 65 different languages. Approximately 425 students are English language learners who are served by special English learning programs in their schools. In addition to English, the largest language groups represented by the student body are Russian, Chinese, Japanese, Korean, Hebrew, and Spanish.

The Brookline Public Schools continue to be among the highest performing and most respected school systems in the United States. Brookline students are accepted at highly competitive colleges and universities in numbers that are significantly higher than most other school districts

The most prominent example of this work is the Equity Project, designed to eliminate the achievement gap among Brookline's diverse student body. While most of our students achieve at high levels, gaps in achievement remain for low-income children, English Language Learners, Hispanic students, African-American students, and other groups of students. In addition to the work of the Core Team, which includes representatives of all schools within our system, we have identified six targeted areas which, we believe, hold the key to closing and, eventually, eliminating this gap. These areas include, but are not limited to: increasing opportunities for students to participate in our early education programs, attracting and retaining a more diverse professional and support staff, streamlining support for students in after-school and summer programs (e.g., homework support), creating better transitions between our K-8 schools and Brookline High School, increasing our capacity for gathering, reporting and utilizing data in decision making, and providing a Brookline experience for METCO students beginning in preschool or kindergarten whenever possible.

In addition, Brookline has become an active member of the national Minority Student Achievement Network (MSAN), a consortium of 25 highly regarded school districts dedicated to eliminating the achievement gaps and increasing achievement for all students. Clearly, the Equity Project has become the overarching plan for the Public Schools of Brookline, by which nearly all other initiatives will be measured, and which will serve as the basis for an even more comprehensive strategic planning process in 2005-2006.

### Brookline High School

Brookline High School reflects the high value the Town holds for education, having established a tradition of extraordinary achievement and cutting edge innovation that has earned a national reputation. Serving 1,900 young people, with students from all races, nationalities, cultures, socio-economic strata, and 76 nations, the High School is characterized by accomplishments across a broad spectrum of activities in and beyond the classroom. We view ourselves as a laboratory for the future of a changing world.



*Students in Chemistry Class*

Brookline High School takes its mission as a public high school seriously. The school thinks carefully about programs for all of its students, from the most advantaged and talented to its most wounded. The unique school culture, which is grounded in the ability of students to be respectful and responsible citizens of their community, provides students with significant freedom and, in return, expects tremendous responsibility. We like to say, "Freedom and Responsibility; Liberty and Duty; That's the Deal!"

Almost every senior in the Class of 2004 took the SAT I. The average score on the Verbal test was 578. The average score on the



Mathematics test was 598. The combined Verbal and Math score -- 1176 -- is the highest combined score in the history of the school.

The highest performers on the PSAT, administered in October of the junior year, may qualify for honors in the National Merit Scholarship competition. Brookline High is historically one of the highest performing schools in the nation on this measure. The Class of 2004 had 15 Finalists and 45 Commended Students. These 60 students represent 14 percent of the senior class. Massachusetts has the highest standard in the nation to qualify for Semi-Finalist and Commended Student status.

The Advanced Placement (AP) data provides a powerful lesson in "Expectations." At the beginning of the 1999 – 2000 school year, Brookline High School eliminated some eligibility requirements and opened the doors for increased enrollments in AP courses. For AP courses, we now clearly communicate the academic expectations for the course, and, after reviewing the expectations, a student's interest in taking the course is sufficient for entry into the course. This new policy, along with the addition of several new AP courses, resulted in a 75 percent increase in AP enrollments. The scores earned today are the same as the scores earned when entry into those courses was far more selective.

Brookline High School takes pride in its large Career and Technology Education Department, its renowned Performing and Visual Arts Departments, as well as three alternative programs which address the interests and needs of the student community: School-Within-A-School, Opportunity for Change, and Winthrop House. Brookline High School features the largest interscholastic athletics program in New England, with 74 teams in 41 different sports. Recent graduates include Olympic distance runner Jonathon Riley and PGA golf professional James Driscoll.

Among the 62 student activities and clubs are two student newspapers, the Massachusetts State Champion Chess Team, and several political action organizations. The High School features one of the largest volunteer community service programs in New England, with over 500 student participants, and its constitutional form of governance is a national model.

### **Elementary Mathematics**

The goal of the K-8 mathematics department is to meet the needs of our entire student population. We continue to expand our repertoire of materials and teaching strategies to reach the wide range of learners. To support students benefiting from more challenge, we are continuing the introduction of interest centers funded by individual schools. Our student attendance at Math League events has reached its capacity. Each year, interested students in grades 5 and 6 participate in three Town-wide math league competitions. Motivated students in grades 7 and 8 have the opportunity to prepare for and compete in the national MathCounts program.

Given the increased attention to performance on MCAS, and related parent interest in Annual Yearly Progress, we are also focusing on supporting underachieving students. We are in the second year of an exciting collaboration that includes regular education and special education teachers and administrators in four of the eight elementary schools. We are providing extensive training for teachers in grades 6-8, with the guidance of experts from the Education Development Center (EDC). At the Pre-K and primary levels, we have a team of regular education and special education teachers who are using the TEMA, a test to identify students at risk. Math specialists are also beginning to use the TEMA where appropriate. System-wide, we are continuing our focus on mastery of math facts, and we have increased our emphasis on correct and constant use of mathematics vocabulary words.

### **The Literacy Program: An Update**

One of the major goals of Brookline's literacy program is to teach students to become strategic, thoughtful, and critical readers of text. Students are learning and applying specific strategies to enhance reading comprehension in all types of texts. We continue to build our nonfiction libraries, providing instruction in strategies for organizing, recalling, and responding to ideas in informational text. Nonfiction texts that are accessible to all students are being used for instruction in all areas of the curriculum. This year, teachers in grades 1-3 received sets of multiple copies of nonfiction texts to support teaching and learning.

Many teachers in the elementary schools have formed literacy study groups for both reading and writing. Discussions among teachers in schools have focused on differentiating instruction, classroom-based assessment, and the writing process. We have begun to develop writing prompts and accompanying rubrics for each grade in order to assess both achievement and progress in writing development.

Literacy Specialists and Special Education teachers met for the second year to discuss common strengths and challenges of their role in student learning. As a result, there is more communication between these two groups that provide instructional support for students who struggle in learning to read and write.



## **Early Childhood**

Early childhood programs are located in the Town elementary schools, the High School, and an early childhood center. These classrooms have been developed from research conducted through a Robert Wood Johnson Foundation grant that focused on the component skills ensuring later school success. This model has been enriched and adapted over the past 20 years to meet the latest research findings on effective curriculum and developmentally appropriate practice. Preschool programs serve children in mixed-age groupings for the two years prior to kindergarten, and Pre-K classrooms offer a one-year classroom model for four and five year olds. Small pupil-teacher ratios, highly qualified staff, and a rich curriculum combine to make these programs particularly appropriate for children who have been identified with a special need as well as for their typically developing peers. In every Brookline Early Education Program (BEEP) classroom, a teaching team consisting of



one or two master teachers, an assistant, and an aide work along with speech and language pathologists, occupational therapists, and physical therapists to integrate remediation of needs, while enriching the experiences of all of the children. Every BEEP classroom has received accreditation from The National Association for the Education of Young Children (NAEYC).

The professional development of all early childhood teachers includes specific focus on teaching strategies, adaptations and modifications that support diverse learning styles and background experiences. The staff has completed extensive training in emergent literacy and math understanding and has worked with kindergarten teachers on curriculum alignment with kindergarten and first grade.

The Public Schools of Brookline acts as the lead agency for the Community Partnership Grant that provides funding for tuition subsidy to early childhood programs for low and moderate-income families and for children with risk factors that may interfere with school success. This helps to ensure that all of the children in Brookline have an opportunity to experience a high quality educational experience prior to kindergarten. This grant requires partnerships between public, private, and Head Start programs in order to qualify for funding. It also requires that all participating programs meet national accreditation standards. The grant has provided all participating programs with music to support literacy development, curriculum consultation, behavior and language consultation, and professional development for all teachers in both public and private programs. As a result of this grant, Brookline has established a comprehensive early childhood network in the community.

## **English Language Learner (ELL)**

The English Language Learner (ELL) Program provides instructional services to students in grades K-12 who are learning English as a second language. The program is designed to teach students English, to support their academic achievement, to facilitate their cultural and social adjustment, and to assist with parent involvement. Each year, the program serves more than 500 children representing over 35 language groups.



With the passage of Question 2 in November 2002, transitional bilingual education was virtually eliminated in Massachusetts, to be replaced by programs of "Sheltered English Instruction" (SEI). Brookline's adjustment to this new model has been relatively smooth, resulting in a program name change and some minor adjustments in materials and instruction. Brookline follows an integrative SEI program model: Students work with ELL staff for part of their school day and are integrated into regular classrooms where they participate in instruction and activities with English speaking peers. The amount of integration and support varies according to each student's needs, grade, and level of English proficiency. In addition, regular classroom teachers are trained in working with ELL students and in providing sheltered instruction, and ELL staff often work within regular classrooms to assist with instruction.

ELL students participate in annual statewide English language proficiency assessments, and almost all take MCAS tests. We continue to monitor students' progress on these assessments. In general, ELL students in Brookline are mainstreamed from the program within two years of initial enrollment. ELL program staff has begun the development of a comprehensive curriculum guide that is based on the new Massachusetts *English Language Proficiency Benchmarks and Outcomes for English Language Learners*.

### **Special Education**

Special education services throughout the district continue to address the needs of identified learners who require specialized instruction to support access to the curriculum. A wide range of services are provided to meet the individual needs of students, from academic intervention to related services in areas such as speech therapy, occupational therapy, and physical therapy. Availability of therapeutic services for students requiring intervention in the realm of social, emotional, and adjustment areas is present at all schools and levels.

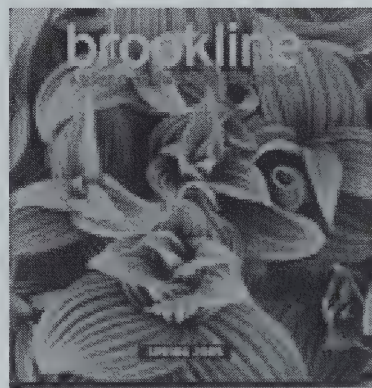
Staff continues to work closely with families in assuring the needed services are identified and provided to students in accordance with applicable mandates. A strong and positive relationship exists between the district staff and the Special Education Parent Advisory Council.

Strong collaboration with regular education staff is a concerted effort to provide services to students in the most inclusive manner. Providing consultation, collaboration, and professional development opportunities to both regular education and special education staff across the district is an active approach to further the joint efforts of all teachers to provide students with special education services in the most inclusive setting.

### **Brookline Adult & Community Education**

Brookline Adult & Community Education, the largest non-credit public education program in Massachusetts, has expanded the concept of learning throughout the Brookline community and beyond. A program of the Public Schools, it offers a curriculum of over 500 courses in addition to special and ongoing civic projects during the fall, winter, spring, and summer. The program, which has grown to close to 20,000 enrollments, provides courses for adults, school children, and introductory language training for new residents and older adults. A broad menu of adult courses are offered that reflect community interest in the world, including Chinese, Japanese, Russian, French, Spanish, Arabic, and American Sign Language instruction. Students discuss world affairs and global investing and explore the ethnic music, dance, and cooking of many cultures.

Courses focusing on philosophical and spiritual awareness and reflection also respond to active community interest. The highly qualified instructors are drawn from Brookline and neighboring towns, and include artists, entrepreneurs, skilled craftspeople, and professional educators. Throughout the year, Brookline Adult & Community Education sponsors a Thursday evening lecture series, and a number of special events such as an annual program with the Frederick Law Olmsted National Historic Site, the annual concert in honor of Roland Hayes, and the annual Public Health Forum, hosted by former Massachusetts Governor Michael Dukakis.



**Brookline Adult and  
Community Education  
Course Book**



Brookline Adult & Community Education also presents arts related events. Jay O'Callahan, Storyteller, helped usher in Brookline's 300<sup>th</sup> anniversary during the Winter 2004 semester, and An Evening With Pulitzer Prize Winning Poet Franz Wright was offered during the Spring 2005 semester.

Ongoing co-sponsored courses with various Town agencies, such as the Council on Aging, Brookline Health, Brookline Music Boosters, the Friends of the Performing Arts, the School/Community Partnership, and the Brookline Public Library continue to be mainstays of the program.

## Program Review

In the past year, a new procedure was established that will provide a comprehensive and rigorous examination of our programs with the goal of improving student achievement. This new procedure, Program Review, makes use of established evaluation methods to measure the quality of the school program and to determine strategies for its continuous improvement. This year, three program/curriculum areas began Phase I of the Program Review process: Mathematics K-12, Instructional Technology, and Gifted and Talented K-8.

The Program Review process involves four phases:

- Phase I:*        *The Overview* – Assess the current state of the program with the assistance of an outside evaluator. Create a vision for the future with stakeholder input. Determine areas for improvement and begin to plan how to address them.
- Phase II:*        *Planning for Program Improvement*- Create a plan to address the areas for growth and improvement. Define resources and determine available funding.
- Phase III:*        *Implementation* – Put the plan (strategies/actions for continuous improvement) into place with adequate resources and professional development.
- Phase IV:*        *Process Analysis and Debriefing* - Review the process. Check on the progress of the implementation plans. Collect data on the indicators of success.



**School Committee**

A committee formed for this expressed purpose carries out the work of Program Review for each program/curriculum area. Each committee is comprised of teachers, parents, administrators, and the Academic Data Analyst, and led by the Director of Grants and Program Review and the curriculum/program coordinators for the program under review. Updates on committee work are regularly given to the Deputy Superintendent for Teaching and Learning. A mid-year update and a year-end report will be provided to the School Committee.

The Mathematics, Instructional Technology and Gifted and Talented review committees will complete their Phase I activities by the end of the 2004-2005 school year, and begin work on Phase II. Three new programs will begin Phase I of Program Review in the 2005-2006

school year: Physical Education and Health, Visual Arts, and a third program to be announced in the spring.

## The Equity Project

As previously discussed, the plan identifies actions believed to be most effective in eliminating the racial achievement gap in the Public Schools of Brookline and represents our best thinking at this time. In developing the action plan, seven beliefs guided our work:

1. Eliminating the racial achievement gap in our schools is the right thing to do.
2. Excellent schools are committed to the elimination of the racial achievement gap.



3. Students come to school with a variety of individual strengths and needs. Our responsibility is to recognize and build upon their strengths, while identifying and meeting those needs.
4. Students of all races can succeed in school.
5. Schools are most effective when they take responsibility for the ways in which their practices affect student achievement.
6. We need to focus primarily on what schools can do while establishing school, home, and community partnerships to ensure student achievement.
7. Excellent schools work to eliminate intentional and unintentional racism by constantly examining curriculum, teaching practices, and administrative policies.

Approximately 150 actions in the plan are grouped into the following “Strategic Areas of Focus” :

### **Black and Latino Presence**

Actions in this strategic area range from hiring and retaining more people of color to integrating Black and Latino culture into the curriculum.

### **Getting to the Hard Stuff**

It is important that we address the obvious and not-so-obvious connections between race and achievement. Actions in this strategic area focus on structuring conversations that challenge our assumptions about how and why students learn, leading to practices that communicate the highest expectations for all students.

### **Interventions**

In all grades, it is critical to identify students’ academic needs. These are actions that impact student learning on several levels: individual student, classroom, school, system and community. Actions in this strategic area range from increasing resources for small group and one-on-one instruction to engaging students in the development of their learning goals.

### **Outreach to Parents and Guardians of Black and Latino Students**

Student achievement is enhanced by improved communication with and engagement of parents/guardians. In this way, students will receive a consistent and informed message about the role of school in their lives. Actions in this strategic area of focus range from designing and distributing a “Welcome to Brookline” brochure to enriching parent-teacher communication.

### **Preventions**

The earlier a student’s academic needs are addressed, the less likely an achievement gap will develop. Actions in this strategic area range from creating processes to identify gaps in understanding in early grades to extending summer programs for identified kindergarten students.

### **Strong Leadership/Ownership and Participation**

Building leadership capacity is critical to improving achievement for all students. Actions in this strategic area range from expanding professional learning communities to building and extending leadership roles among parents, teachers, administrators, and students.

Each “Strategic Area of Focus” has an Action Team. In addition to the parents and community members who serve on the Action Teams, approximately 80 educators in the Public Schools of Brookline participate as members of the Action Teams. The following is a partial list of the first actions being taken among the “Six Strategic Areas of Focus”:

- Evaluating, expanding, and refining existing academic support programs.
- Expanding Early Childhood programs.
- Including METCO students in the Public Schools of Brookline at earlier ages, targeting grades K – 2.
- Preparing a budget to increase math specialists and to support homework centers.
- Holding a Parent Forum to increase awareness of the racial achievement gap.
- Training co-facilitators to facilitate “Courageous Conversations” about race and achievement.
- Actively recruiting educators of color by participating in job fairs for educators of color.
- Building leadership capacity among students and nurturing students’ sense of self-empowerment.

## LIBRARY

James C. Flaherty, Director

### Introduction

2004 was a very exciting year for the Public Library of Brookline. In January, we completed our first full year in our renovated Main Library. I am pleased to report that our “shake down year” went quite smoothly. The heating and cooling system required some fine-tuning and one or two leaks were reported, but overall, all systems worked as planned. The public continues to express their appreciation for how the building looks and the easier access it provides to library resources.

### Service

Total circulation for all three libraries increased by 21% in 2004. As we reported last year, circulation of library materials doubled at the Coolidge Corner Branch during the time the Main Library was closed, as many of our patrons “discovered” the branch for the first time. We were indeed very fortunate to have such a remarkable facility to “substitute” for our Main Library during this period. Although Coolidge Corner circulation pulled back somewhat when the Main Library reopened, it continued well above pre-renovation levels for all of 2003. As we moved into 2004, that trend continued. By the end of the year, total circulation at this branch increased 11% above calendar 2003, and 60% above pre-renovation levels.

The percentage of increase was even higher at the Main Library, which saw a 27% increase, while Putterham showed a 3% gain for the year. The service area that saw the greatest increase was reserves. With recent changes to the Minuteman Library Network’s (MLN) on-line catalog, we have made it much easier for patrons to make requests for specific items from their homes. If the book, CD, DVD, or other item is available in Brookline, we will pick the item from the shelves and then notify the patron (via mail or e-mail) the next day. If no copies are currently available in Brookline, the first available item in the network will be sent to Brookline and the patron notified when it arrives. At the same time, Brookline is asked each day to send items to other MLN member libraries. We saw an increase of 121% in the total number of items that we sent to other libraries in 2004.

Children's Services continue to flourish. We provided over 300 programs for children and their parents in 2004. Our regularly scheduled story hours at all three libraries are always the most popular offerings. Some of the other programs last year were the Sing-a-long at Coolidge Corner, chess at Putterham, Friday Flicks at the Main Library, and a wide variety of vacation week and summer activities. Public and private school groups visit on a regular basis. Weekends continue to be family time at the library as parents and children of all ages read together and enjoy computer programs. The Children's Department also has available over 50 booklists on topics ranging from dinosaurs to pirates.



*Ice Cream Story Hour*



*Funky Foam Picture Frame Craft Project*

In addition to lending books, over the past several years the Library has provided an increasing number of educational and cultural programs aimed at residents of all ages. The Reference Department presented a series of computer training classes and the library sponsored two book discussion groups at the Main Library and one at each branch. The library also formed partnerships with local community organizations such as Brookline Adult Education, Artbarn, and The Brookline Art Center to jointly sponsor a variety of cultural and



recreational programs. Perhaps the most successful of these initiatives last year was a series of programs we called Brookline Reads. The entire community was encouraged to read the same book, *Snow in August*, by Pete Hamill. Through book discussion groups, film, and panel discussions the community was pulled together to talk about the themes that ran through the book and our lives. Thousands of people participated and a similar program will be offered as part of the Town's 300<sup>th</sup> Anniversary celebration in 2005.

Over the last 10 years, more and more information has been made available in electronic format and the library has used a variety of means to make this information available to our users. Some of these services are paid for by the State or the Metrowest Regional Library System and others are made available through our membership in the Minuteman Library Network (MLN). MLN is a consortium of the 41 public and academic libraries that work together to enhance service for library users. MLN has a web site (<http://www.mln.lib.ma.us>) that provides links to many useful Internet resources. Many of the databases available at the library may also be accessed from your home by visiting the MLN web site or the Brookline Library's web site at (<http://www.brooklinelibrary.com>). The State's growing budget crisis has led to the loss of several of these databases over the past three years. In spite of these cutbacks, the number of uses the remaining databases receive continues to grow as their availability and value becomes more well known to library users.



***Brookline Reads, *Snow in August*, at the Senior Center***

## Trustees

A new Library Trustee was elected in May. Michael Burstein, a teacher and a writer, was welcomed to the Board. We must thank outgoing Trustee Len Bernstein, who decided not to run for re-election after serving 12 years on the Board. During that time Len contributed significantly to the betterment of library services and will be missed. Dennis Geller, Paul Katz, and Roberta Winitzer were all re-elected to the Board.

## Staffing

Full-time staff work 37 hours per week, including evenings and Saturday and Sunday hours. Educational backgrounds include English, history, literature, children's literature, mathematics, biology, music, and computer science with 19 of the full-time employees holding Masters' Degrees in library science.

The year saw a number of staffing changes. Ann Collins, Assistant Supervisor at the Coolidge Corner Branch, left in September to accept a position with the Brookline Public Schools. Ann spent six years in the Reference Department at the Main Library before moving to Coolidge Corner in 2000. Ting Yin was appointed to replace Ann. Ting has worked at Coolidge Corner since 1990, and received her Masters Degree in Library Science from Simmons College in 2000. We were very fortunate to have such a well-qualified replacement. As the year came to an end, we were in the process of filling the position left vacant by Ting's promotion. Anand Desai resigned as a Library Assistant in the Children's Department at the Main Library in February. Clare Murphy was hired to fill this position. Clare is a graduate of Williams College and has a background working with children.

## Friends

The Friends continued to hold their ongoing book sale in the lobby of the Main Library. Due to the hard work of a small team of volunteers, and the added space available in the lobby, this "honor system" sale is more profitable than ever, but many patrons still miss the annual sale. In spite of a lack of storage space, discussed in last year's report, the Friends did open Hunneman Hall for a smaller scale, two-day public sale in October. This event was very successful and we anticipate that the Friends will hold one or more of these sales in 2005.

The Friends use their revenue to enhance library service in a number of ways. They have sponsored a growing number of children's programs including storytellers, musicians, magicians and other educational and

entertaining programs at all three libraries. Look for a schedule of these events at the library or on our web site and stay tuned for more Friends-sponsored events in 2005.



***Brookline Music School students perform "Klezmer" as part of Brookline Reads***

The Friends also funded the creation of an obituary file covering the years 1927-1948. Under their Special Grants program, Anne Reed, our Reference Department Supervisor, and volunteers were able to enter all of the obituaries listed in the various Brookline newspapers into a computer file, for use by all of our patrons.

### **Brookline Library Foundation**

The Brookline Library Foundation was incorporated in 1999 as an independent non-profit 501(c)(3) corporation, whose initial purpose was to raise funds in support of the renovation of the Main Library. In September 2003, the Foundation made the final payment on its pledge to raise \$4 million for the Main Library renovation project. We are pleased to report that the Foundation

continues to raise funds through an annual mailing and its annual Winter Gala. Funds will be used to supplement programs and services at all three libraries.

### **Brookline Library Music Association (BLMA)**

BLMA presented its regular schedule in 2004, its 53<sup>rd</sup> year of offering free music to the citizens of Brookline. Six concerts were held drawing more than 600 enthusiastic music lovers. The concerts featured many types of music, from renaissance to rock.

### **Facilities**

With the recent renovation of the Main Library, much attention was paid this year to the branch libraries. In the Spring, the window replacement project at the Coolidge Corner library was finally completed after almost six months. The design work for the replacement of the HVAC system at the Coolidge Corner Branch proved to be much more complicated than anticipated, but the project was out to bid by year-end. At the same time bids were being solicited for the replacement of the front doors and other accessibility improvements at the Coolidge Corner Branch. Each of these projects on their own would require the branch to be closed for a period of time. We plan to coordinate these and other projects in order to minimize the amount of time that the branch will have to be closed. We will soon begin the design work for similar improvements at the Putterham Branch.

### **Challenges**

While we are very pleased with the public's enthusiastic response to the many services we offer, keeping up with patron demands is a real challenge. This past year, we significantly increased the number of volunteers we use behind the scenes to assist the staff in providing high quality library service. We now have in place a volunteer, Carol Caro, whose job is to recruit and place other volunteers. Due in large part to her efforts, we had more than 20 volunteers working on a regular basis by the end of 2004. We also more than doubled the number of work-study students we hired. Under this program, college students are paid by the federal government through their financial aid office. The library only pays a modest percentage of their salary. While both of these efforts helped us to stretch our budget, the Trustees are requesting an additional full-time Library Assistant, as part of their budget request for FY 2006.

### **Conclusion**

We want to thank the Library staff for coping with the significant increases in circulation cited above and the many changes that were required to handle the workload. The Trustees and staff greatly appreciate the ongoing support the Library continues to receive from the Board of Selectmen, Advisory Committee, Town Meeting and other municipal departments. Most importantly, however, we want to thank the citizens of Brookline, who in record numbers, demonstrated just how important library service is in this community.



## **PLANNING AND COMMUNITY DEVELOPMENT**

Robert J. Duffy, Director

The Department of Planning and Community Development is responsible for managing and coordinating the Town's planning, development, zoning, subdivision, design review, capital improvement, housing, historic preservation, and grant programs. The Department also provides support to the Planning Board, Board of Appeals, Housing Advisory Board, Economic Development Advisory Board, Preservation Commission, and other appointed committees and task forces.

The Department's mission focuses on providing and facilitating the highest level of service to Town residents, businesses and institutions through timely communication and active citizen participation, strategic and proactive planning to appropriately guide and manage short and long-term development, redevelopment and capital investment; conservation of cultural, historic and environmental resources; preservation and expansion of affordable housing; initiation of economic development, programs and projects to support business opportunities and the enhancement of commercial areas; and, most importantly, improvement of our community's overall quality of life.

Robert J. Duffy, AICP, serves as Director of the Department; Jeffrey Levine, AICP, serves as Assistant Director; Linda Hickey, Senior Clerk Secretary, and Derick Yung, Community Development Secretary provide administrative and clerical support for the Department. The Department's dedicated professional and technical staff are effectively organized under five divisions and offices: planning, housing, historic preservation, community development, and economic development.

### **Planning Division**

#### **Mission**

The Planning Division, in addition to serving as staff to the Planning Board, Design Advisory Teams, and other appointed committees, guides applicants through the special permit, variance, and design review processes. The Division also represents the Planning Board at Board of Appeals hearings. The Division prepares façade and sign design review reports and presents them to the Planning Board for its approval. In addition, the Planning Division prepares and implements the Town's Comprehensive Plan and conducts research, studies, and plans to guide physical development and capital investment in the Town.

#### **Staff**

The Planning Division is comprised of three full-time staff persons. Chief Planner Polly Selkoe, AICP, and Planners Ruth Fischer and Donald Giard conduct design, special permit, and variance reviews and administer the Board of Appeals and Planning Board processes.

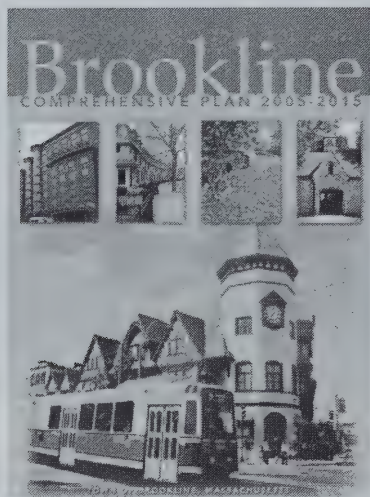
#### **Comprehensive Plan**

In December, the Brookline Comprehensive Plan 2005 – 2015 was completed and presented to the Board of Selectmen. The Plan was developed by a consulting team led by Goody, Clancy & Associates in conjunction with the Community Design Partnership and the Department of Planning and Community Development.

Submission of the final Plan completed the comprehensive planning process and the charge to the Comprehensive Plan Committee appointed by the Board of Selectmen. The Plan's vision, goals, policies, elements and strategies have evolved through an extensive and interrelated process that has actively involved each of the Town's boards and commissions and, most importantly, the Brookline community.

The Plan builds on Brookline's long-standing commitment to comprehensive planning, including previous comprehensive plans approved by the Planning Board. It is unique in its approach, organization, level of supporting conditions, and trends provided through the companion Issues and Opportunities Report, the identification of three elements focused on neighborhood conservation, affordable housing and the Route 9 corridor, and the all important emphasis on ongoing implementation.

The Planning Board will hold a public hearing in January to obtain final comments. An Action Plan will also be developed by March that will define priority implementation strategies for 2005-2006, and the next five years.



**Comprehensive Plan**



**Vision Plan for Brookline  
Village Gateway**

As part of the comprehensive planning process, the Department assisted the Town Meeting Members Association with the production of the ***Where in the World is Your Precinct*** program and reports. This effort provided Town Meeting members with both a forum and an educational tool to gain a better understanding of the history and physical and demographic conditions associated with each of the Town's 16 precincts. In conjunction with this effort, the Department also conducted two workshops to familiarize Town Meeting Members with the history, objectives and requirements of current zoning and other land use regulations and an overview of potential new zoning tools being considered by the Comprehensive Plan. The program and reports were recognized by the Massachusetts Municipal Association.



**Planning Board**

#### **Planning Board**

The Planning Board is a five-member citizen committee appointed by the Board of Selectmen. The Board holds evening public meetings, approximately every two weeks, to consider and make recommendations on all Board of Appeals cases. The Planning Board, at the beginning of its evening meetings, on a quarterly basis, facilitates a public forum to give citizens an opportunity to raise planning issues which are of a concern to them. The Board also reviews all proposed commercial signage and awnings, façade alterations, and wireless telecommunication facilities proposed for the Town.

Current members include: Kenneth Goldstein who serves as Chairman, Mark Zarrillo who serves as Clerk, Linda Hamlin, Steve Heikin, and Jerome Kampler.

The Planning Board also convenes Design Advisory Teams to evaluate the design aspects of large development projects. Board members serve as liaisons to other Town Committees, such as the Housing Advisory Board and the Comprehensive Plan Committee.

#### **Development and Design Review**

Design Advisory Teams were formed to assist the Planning Board in its design review of the 40B project at 45 Marion Street and Phase II of the Hammonds Project. A subcommittee of the Planning Board also served as a Review Team for Building D at the Longyear Estates on Seaver Street for the Board of Appeals. Numerous



hours are spent by Brookline architects and other design professionals who volunteer their time to help insure that development projects are as responsive as possible to neighborhood concern and an asset to the appearance of the Town.

Major development projects reviewed by the Planning Board in 2004 included: 10 new rental townhouses on West Roxbury Parkway, with two affordable units in the building previously used as a rectory for the former Infant Jesus Church; major exterior renovations at Brook House; decrease in size of units at 164 Harvard Street to reconfigure the number of units from 10 to 15; new underground and surface parking at the medical office buildings at 830 and 850 Boylston Street; eleven residential condominiums in a new building at 75 Winchester Street; a two story commercial building at 1285 Beacon Street in Coolidge Corner on a lot previously used as a gas station; and the proposed wireless facilities on the roof of the Putterham Shopping Center.



***New Residential Building, Cypress Lofts***

Design review of commercial signs, awnings, façades, handicap ramps, and wireless telecommunication facilities continued to be an important part of the Planning Division and Planning Board's responsibilities to preserve and enhance the attractiveness and viability of the Town's commercial areas. Completely renovated façades were approved for: 375 Boylston Street for the Wine Gallery near the intersection of Cypress Street); and 1208 Boylston Street in Chestnut Hill for a new restaurant, The Metropolitan Club. The following projects were also approved: new signage for the 6 branch banks of Bank of America, which replaced Fleet Bank; Boabom, Henry Bears Park and UPS in Brookline Village; the new Charles Schwab building and Healthworks in Chestnut Hill; and various façade signs and awnings on Beacon Street, Boylston Street, Harvard Street, and Commonwealth Avenue.



***Improved Façade; Boylston Street, Chestnut Hill***



***UPS Storefront in Brookline Village***

The new *Guide to Brookline Sign and Façade Design Review*, which was produced by the Brookline Planning Board in conjunction with the Planning Division, has been used over the past year by many area business persons, sign companies, and residents during the Planning Board sign and façade design review process. It has proven to be a valuable tool, not only because it clearly outlines the process but also because it describes graphically what kinds of storefronts and signs Brookline encourages. Publication of the Guide has assisted in strengthening Brookline's successful commercial areas.

The Planning Division worked closely with the Economic Development Office and the Housing Division to facilitate current and future development proposals, consistent with the Comprehensive Plan in order to preserve and produce affordable housing and commercial improvements in Brookline. The Division participated in meetings this past year with developers who are interested in building housing, including on-site affordable units, and new commercial space.

In November 2004, Town Meeting approved four Zoning By-law amendments prepared by the Planning Division in conjunction with the Planning Board. These amendments focused on maintaining retail and office uses at the



ground floor level of buildings in local business districts, expanding the special permit requirements for commercial uses over 10,000 square feet to include supermarkets, clarifying the affordable housing requirement when buildings are renovated or constructed in place of existing residential units, and creating a framework in the Zoning By-Law for temporary Interim Planning Overlay Districts. These proposals advanced the recommendations from the Zoning By-Law Update project and the initial strategies recommended by the preliminary Comprehensive Plan.

## **Housing Division**

### **Mission**

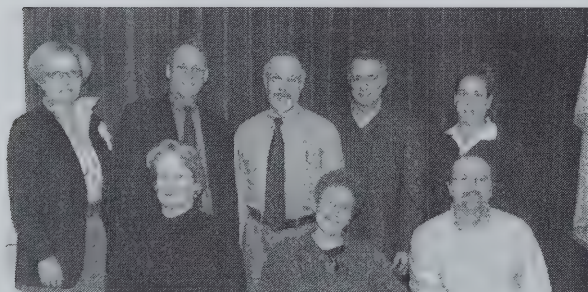
The Housing Division focuses on maintaining the diversity of the Brookline community by supporting the creation of housing for households with a range of incomes. It does so through supporting the preservation of existing affordable housing, development of new affordable housing for renters and homebuyers using both the existing housing stock and new development opportunities, and administration of programs that provide counseling and financial assistance to potential homebuyers.

### **Staff**

The Housing Division is comprised of three staff persons. Francine Price, Housing Development Manager, focuses on policy, new program directions, and project development. Housing Project Planners Bruce Genest and Virginia Bullock focus on homebuyer programs, program development, and project management.

### **Housing Advisory Board**

The Housing Advisory Board (HAB) is charged with recommending housing policies, plans, and programs for the Town, especially those relating to the promotion of affordable housing, and serves as Trustee of the Town's Affordable Housing Trust. The seven-member Board includes: Roger Blood (Chair), a management consultant; architect Steven Heikin, as designee from the Brookline Planning Board; affordable housing consultant Mike Jacobs, as designee from the Brookline Housing Authority; real estate attorney Kathryn Murphy (Vice Chair); affordable housing lender David Rockwell; and Kathy Spiegelman, currently responsible for real estate and planning at Harvard University.



***Housing Advisory Board***

The HAB continued to be represented on the Comprehensive Plan Committee as well as on the Housing Opportunities Task Force (HOTF). An ad hoc committee, originally appointed by the Board of Selectmen in 2000, HOTF also includes representatives of the Economic Development Advisory Board and Brookline Housing Authority. The HOTF is staffed by the Housing Division, and aims at the identification of resources – financial, real estate, and expertise – to support the development of affordable housing.

### **Current Housing Resources**

The Housing Division manages a variety of federal, state and local and funding resources, which it seeks to use in ways which best leverage outside funding. As a member of the WestMetro HOME Consortium, Brookline received an annual allocation of federal HOME funds totaling almost \$520,000 in 2004. It also receives allocations from the Town's CDBG allocation, most recently \$100,000, and repayments to a CDBG-capitalized revolving loan fund. In 2004, the Town also received a \$50,000 set-aside from the Commonwealth's "Soft Second Program" for first-time homebuyers. In addition, during 2004, the Town received \$2,061,407 into the Town's Housing Trust.

### **Preserving Existing Affordable Housing**

The HAB and staff's first priority is to preserve existing affordable housing. This includes "expiring use" projects, which were originally developed during the 1960's and 1970's under public programs with affordability requirements, that will soon expire.



During 2004, the Town completed a tax agreement with the owners of the mixed income development at 1371 Beacon Street, extending the affordability of 30 low income rentals for at least 16 years. The Housing Trust provided loans of up to \$3 million to the St. Aidan's project and \$525,000 to the project at 154-156 Boylston Street. The Trust also provided \$75,000 to help underwrite the cost of the eighth affordable unit provided at 12-14 St. Paul Street. Of this \$3.6 million total, \$2,116,900 was provided as bridge loans expected to be repaid by the Town's allocation of HOME and CDBG funds.



**154 – 156 Boylston Street**

### **Redevelopment of Existing Rental Housing**

The Housing Division continues to reach out to Brookline property owners, brokers, and potential developers to explore opportunities to create additional affordable housing through the acquisition and improvement of existing rental properties. One result was the identification of the six-family building at 154-156 Boylston Street, which the Town assisted the Brookline Improvement Coalition in acquiring in January, 2004 through a \$525,000 Housing Trust bridge loan. By the end of 2004, the building was undergoing rehabilitation, outreach for lower income families was underway, and commitments for financing and subsidy from the Massachusetts Housing Partnership were in hand. The Town will dedicate a total of \$600,000 in CDBG funds to this project, including repaying the initial allocation from the Housing Trust.

Another result was the introduction of the owner of two lodging houses on Beale Street to Pine Street Inn, which has received local and national recognition for its recent project at 1754 Beacon Street. Pine Street Inn now has a management contract and option to purchase the properties.

### **New Housing Development**

The Housing Division continued to work with the development team for the St. Aidan's project, headed by the Planning Office for Urban Affairs of the Archdiocese of Boston, to advance design, financing, and initial construction of this complicated project. Permitted under Chapter 40B, and due to receive a total of \$3.5 million from the Town, the project will provide 20 lower income rental units and 30 moderate income condominium units, while preserving the St. Aidan's church as market rate housing and conserving the church's forecourt as open space. By the end of 2004, project design was substantially complete, all funding was committed, and construction had begun on a model apartment within the former St. Aidan's church building.



**North Elevation**

**East Elevation**

**St. Aidan's Housing Development**



***St. Aidan's Crowninshield Street Scape***

The redevelopment of the Town-owned reservoir site on Fisher Hill continued on the agenda, and by the end of the year, efforts were underway to do an initial outreach to assess developer interest in a mixed income project. Housing Division staff also assisted in the review of the application for a Comprehensive Permit under Chapter 40B for 45 Marion Street and Inclusionary Zoning for Affordable Housing.

The Housing Advisory Board makes recommendations to the Planning Board and Board of Appeals regarding implementation of the Affordable Housing Requirements ("inclusionary zoning" provisions) of the Town's Zoning Bylaw under Section 4.08. These obligate developers of market rate projects with at least six units to contribute to affordable housing; those with 16 or more units are obligated to provide on-site units. During 2004, the Housing Division worked with the HAB to recommend clarifications to Section 4.08, approved in May by Town Meeting.

The Division worked with developers of the following projects to plan, market, and/or select occupants for on-site affordable units: eight condominiums for sale at 2-14 St. Paul Street; one condominium for sale at 75 Winchester Street; two condominiums for sale at 51 Park Street; one condominium for rent at 75-81 Boylston Street; five condominiums for rent at 110 Cypress Street; and two rental units at 900-916 West Roxbury Parkway/6 Woodcliff Road.

### **Administration of Housing Trust**

During 2004, the Town's Housing Trust received a total of \$1,036,249 in lieu of units in connection with Section 4.08 from the developers of 640 Hammond Street, 64 Sewall Avenue, 1140 Beacon Street, 185-195 High Street, 1601 Beacon Street, and 121 Centre Street. The Housing Trust also received \$348,312 from the Town's Free Cash, as well as \$676,846 in net proceeds from the sale of the tax-foreclosed property at 154 University Road. During this year, the Housing Trust provided loans of up to \$3 million to the St. Aidan's Project and \$525,000 to the project at 154-156 Boylston Street. The Housing Trust provided \$75,000 to help underwrite the cost of the eighth affordable unit at 2-14 St. Paul Street. This included \$2,116,900 in bridge loans, to be repaid by the Town's allocation of HOME and CDBG funds.

### **Homebuyer Assistance**

The Town's Homebuyer Assistance Program seeks to provide technical assistance and financial support to assist income eligible households to purchase homes in Brookline. The Program provides general homebuyer counseling for those seeking housing in Brookline, including Town employees. It also operates the Town's lotteries for condominium units available under Section 4.08, and screens and assists successful applicants to purchase units.

The Town provides up to \$75,000, in a combination of federal HOME and CDBG monies, for income-qualified buyers, often partnering with Boston Private Bank through which the Town administers its Massachusetts Soft Second funding. During 2004, the Town assisted three homebuyers with Town and Soft Second funding, and nine additional buyers with Soft Second funding.



### Affordability Monitoring

The Division monitors affordable housing developed under Town auspices or through inclusionary zoning. Monitoring currently includes 109 rental units at 11 addresses to assure that developments are serving income eligible tenants at affordable rentals, and 52 condominium units to assure that the original buyer is continuing to use the property as his/her permanent residence.

## Preservation Division

### Historic Preservation Office

The Brookline Preservation Commission (BPC) is responsible for the protection, restoration, and preservation of the Town's historical resources. This is done through the preservation of the historical assets of Brookline, including buildings, sites, and districts of historical and architectural significance, and through the development of appropriate uses and settings for such buildings and places.

The Commission is composed of the following seven members appointed by the Board of Selectmen: Sheri Flagler (Chair), Dennis DeWitt (Vice-Chair), Lisa Clark, Lisa Cunningham, Wendy Ecker, George Garfinkle, and Gary Gross. Commission alternates are as follows: Elton Elperin, Emily Livingston, and Peter Houghteling. Maurice Child, the former Chair resigned at the beginning of the year. His expertise, diplomatic style, wisdom, grace, and humor are greatly missed.

Two Preservation Planners, Greer Hardwicke and Roger Reed, serve as staff to the Preservation Commission and as a resource to other departments and the public.



**Preservation Commission**

### Local Historic Districts

The Preservation Commission administers the Town's two local historic districts: Pill Hill, with its 227 properties, and Cottage Farm and its 110 properties. This fall, the Graffam-McKay District, was approved at Town Meeting. It will become active in early March 2005. At its monthly meetings, the BPC reviews any exterior design changes and issues Certificates of Appropriateness, Non-Applicability, or Hardship for work. This past year the commission acted on 50 cases, including new construction on Allerton Street in Pill Hill. The Commission revised the Local Historic District guidelines last summer and mailed copies to everyone in the existing districts.

### Demolition

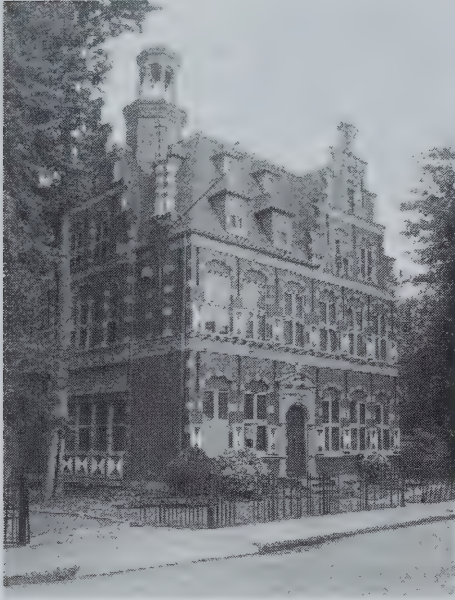
The Commission oversees the Demolition Delay By-law of the Town. It reviews the proposed demolition of each property for its historical, architectural, and cultural significance. If a property is declared significant, economically feasible alternatives to demolition are evaluated. The office reviewed 27 applications which resulted in the imposition of a stay of demolition for 10 cases. Buildings declared significant included a Neo-classical garage and Mansard house in North Brookline, a Colonial Revival garage in Chestnut Hill, and an Arts and Crafts house on Woodland Road.

The Commission has also been working to develop a solution to preserve the Henry Hobson Richardson House, the house of one of America's most important architects.



**69 Woodland Road. This 1907 building in Chestnut Hill was one of those demolished in 2004.**





***The owners of the Dutch House received a Preservation Award for Stewardship***

### **Preservation Awards**

This year's Preservation Award ceremony, the 15<sup>th</sup> annual, was once again held at the restored building at 43 Hawes Street. Once the home of George Wightman, and later New England Hebrew School, it is now part of Wheelock College. Those recognized for their efforts were Joan Lautenschleger and Jack Cummings for 22 Irving Street; Sandra and Paul Edgerly for 364 Buckminster; Jeff and Nancy Teumer for 213 Aspinwall Avenue; Brookline Center for the Arts for its building at 86 Monmouth Street; Helen Charlupski, Nancy Heller, Lucy Aptaker, and Rosamond Vaule for the preservation and installation of the old Lincoln School freizes; Friends of Hall's Pond and the Brookline Conservation Commission for Hall's Pond. The Brookline Bank and Dr. and Mrs. Robert Mehlman were given stewardship awards for the preservation of the bank building on Washington Street and the historic Dutch House at 20 Netherlands Road.

### **Certified Local Government/Design Review**

As a Certified Local Government, the Commission reviews projects involving National and State Register properties. The Commission continued to monitor the restoration and dredging work associated with the Emerald Necklace and the restoration of the Babbling Brook. It also participated in the process to restore the Carlton Street footbridge and the redesign of Monmouth Park. It approved the final design elements of the Beacon Street project.

### **Historic Properties**

The staff works closely with the Building Commissioner and the Brookline Historical Society to maintain the Town's historic Town-owned buildings. Students from the North Bennett Street School have finished their restoration of portions of the interior of the 18<sup>th</sup> century Widow Harris House at Larz Anderson Park. Staff also consulted with the Parks & Open Space Department during the replacement of the deteriorated stucco walls at Larz Anderson Park.

The Preservation Planners participated in the selection of the new Devotion House curator, Leah Walczak, who moved in last summer.

### **Design Review for the Planning Board**

The Commission continues to work with the Planning Division on cases that come before the Planning Board involving properties listed in the National Register of Historic Places. The historically sensitive renovation of historic carriage barns and garages, such as 96 Ivy Street, remains a high priority. The Commission also was involved in the adaption of the Atlas Hardware building on Washington Street in Brookline Village. The Commission worked with the Planning Division on over 20 design cases, and participated in the Comprehensive Plan process.

The Commission worked with the developers, architects, and Planning Board to approve a sensitive yet workable design for the rehabilitation and conversion of the Longyear mansion house into condominiums. The staff is working with the owners to salvage artifacts from the former mansion.

### **Grants/Projects**

The Historic Preservation Office received two grants last year. One was a Survey & Planning Grant from the Massachusetts Historical Commission to develop a model Neighborhood Conservation District program and to investigate zoning alternatives for neighborhood conservation. The other, from the Brookline Community Fund, is to begin a digitization project of the Town's historic photos to make them available on the web and for reproduction. The office has also been actively participating in the planning for the Brookline 300 festivities.



## Community Development Division

### Mission

For almost thirty years, the Community Development Block Grant (CDBG) program has been an invaluable resource to the Town of Brookline. The CDBG program, one of two formula grants the Town receives, has enabled the Town to address the physical, social, economic, and human services needs of our low- and moderate-income residents through locally responsive programs. This program continues the original mission of Congress, which is to provide decent, safe, and sanitary housing, suitable living environments, public services, and eliminate slums and blighting conditions, primarily for low and moderate-income persons.

Through the development of a Five Year Consolidated Strategy and Plan, the Town is able to pursue its goals for community planning and development programs. This is done through a collaborative process which identifies a unified plan of community development actions based on identified needs. With the submission of a One Year Action Plan, the commitment to reasonably address needs, given resources, is undertaken and provides the basis for assessing performance. The CDBG program allows the Town the flexibility needed to design programs within a range of eligible activities that meet the Town's priority needs. In fiscal reporting year 2004, the Town committed over 80.5% of a \$1.9 million entitlement grant to activities that address the needs and provide benefits to persons of low and moderate incomes. The Town continues its unwavering commitment to activities which remove barriers for increasing handicapped accessibility, serving special needs populations, affordable housing, community facilities, and human services.

### Staff

In response to the requirements of the Department of Housing and Urban Development (HUD), the responsibility for performing administrative oversight and coordination of the daily operations of the entitlement grant and sub-grantee supported activities for the Community Development Block Grant entitlement program lies with CD Administrator, Gail M. Lewis. Assisting Ms. Lewis on a part-time basis with fiscal administration of the grant are Ms. Ewana Lindo-Smith, and Millicent Coins, an intern.

### CDBG Advisory Committee

Citizen participation is a required part of the block grant process. It helps to determine how well our housing, physical and human services funding is meeting the Town's needs, to help develop priorities; and to determine what other resources are needed in the future. The Community Development Advisory Committee, now in its second year, has been responsible for conducting hearings, reviewing applications for funding, and making preliminary recommendations on the grant to the Board of Selectmen. The CDBG Advisory Committee, as appointed by the Board of Selectmen, included the following members: Chair Marian Parker, Roberta Gianfortoni, Marc Jones, James LaMarca, Shirley Radlo, Agnes Rogers, Henry Warren, and Selectman Michael Sher. The challenge is ever present to balance needs and resources available through the block grant. The Committee continues to face difficult choices in making decisions regarding funding recommendations given the wide range of community and housing needs the Town faces.

### Eligibility

The Department of Housing and Urban Development (HUD) has identified the Town as an entitlement community, which is a community with a population of over 50,000, eligible to directly apply to HUD for its formula grant funds. For 29 years, the Town has been successful in its application to HUD for Community Development Block Grant funds. For over twelve years, the Town has also received another formula grant, HOME Investment Partnership funds. The HOME program provides the Town with funds to expand the supply of affordable housing. These two grants allow the Town, within the parameters of the federal regulations, to pursue activities related to the elderly, youth, removal of architectural barriers, open space improvement, grant management, creation and retention of affordable housing, to name a few. Thus, these funds help to meet the Town's housing and community development needs as identified in the Five -Year Consolidated Strategy and Plan.

### **Consolidated Plan**

In calendar year 2004, the Town completed its fourth year of the Five-Year Consolidated Strategy and Plan, and entered the fifth and final year of the 2001-2005 Plan. The Plan serves as an application for the formula grants the Town seeks to receive and a strategic plan to equate defined needs with resources. Over the five-year horizon of this Plan, the Town annually prepares a One-Year Action Plan to meet goals identified in the Plan. The housing and community development goals range from the preservation and production of affordable housing, creating home ownership and rental units for residents of Brookline, and the development of improved access to public facilities for person with disabilities. The One-Year Action Plan for FY 2004 was amended to increase the funding for the restoration and rehabilitation of Monmouth Park.

### **Homeless Consortium**

In the pursuit of funding to better serve the needs of Brookline residents who may be homeless or at risk of homelessness, the Town has coordinated with the cities of Newton and Watertown to form a Continuum of Care Consortium. The Continuum of Care system has been developed to lay out a comprehensive and coordinated approach to address the needs of homeless families, individuals, and people at risk of homelessness within these communities. The creation and on-going refinement of the Continuum is an established part of the process used to develop and update the Consolidated Strategy for the Town, City of Newton, and the West Metro HOME Consortium. In FY 2004, Stewart B. McKinney Homeless Assistance funds were applied for and awarded to the Continuum for three years in the amount of \$1.4 million. The funds will be used to provide permanent housing for homeless adults with serious mental illness, and renewal requests for supportive services projects for homeless persons located in Brookline and Newton.

## **Economic Development Office**

The Economic Development Advisory Board and Economic Development Office staff spent 2004 focused on initiatives for improving our commercial areas, planning for streetscape improvements, and encouraging new office development. In addition, we worked with the administration to continue planning efforts for Brookline's 300<sup>th</sup> anniversary.

A Commercial Areas Streetscape Master Plan was completed in the summer of 2003. The plan includes documentation and analysis of existing conditions as well as conceptual recommendations for projects in each commercial area. Town Meeting funded streetscape improvements for Coolidge Corner at the Spring 2004 Town Meeting. A Coolidge Corner Streetscape Design Review Committee, including seven Town Meeting Members and representation from many boards and commissions, was formed to work on the project.

The Open Space Task Force report led to the Economic Development Advisory Board's request for the Board of Selectmen to designate a Project Review Team to review a proposal for the redevelopment of 2 Brookline Place. Following extensive discussions with the neighborhood and Town Meeting Members, the Spring 2004 Town Meeting approved a warrant article for a zoning change that will allow economically viable redevelopment at 2 Brookline Place.

### **Commercial Areas**

In continuing its mission to support our existing business community, the Economic Development office:

- Managed the 1<sup>st</sup> Light Festival (which kicks off the primary shopping season) including fundraising, budgeting, scheduling, and implementing the festival with its more than 100 events. 1<sup>st</sup> Light Festival funds purchase the Town's holiday snowflake lights. This year the 1<sup>st</sup> Light Steering Committee purchased some larger reusable lights that are being evaluated for durability and design. Participation by the business community and residents continues to grow and make this an anticipated event.



- Worked on implementing the first project to come from the Commercial Areas Streetscape Master Plan. A Coolidge Corner Streetscape Design Review Committee, (DRC) that includes seven town meeting members and representation from many boards and commissions, was formed to work on the project. The DRC has met several times, including a site visit to the identified improvement areas, and has drafted an RFP to obtain design services. As part of the design process, public meetings will be held in the spring. It is expected that the design and construction documents for the Coolidge Corner improvements will be finalized by late spring. Construction will begin this summer.
- Collaborated with the Department of Planning and Community Development on incorporating commercial areas in the Comprehensive Plan.
- Maintained regular communication with the various business interest groups (business owners, commercial landlords, commercial brokers) to represent their issues and effectively advocate on their behalf with the Town.
- Assisted the business community with problem solving with various Town Departments, local residents, or outside agencies (e.g. NSTAR, MBTA, MWRA)
- Worked with merchants' associations and the Chamber of Commerce to continue to support a "Shop Brookline" campaign to encourage local shopping and foster appreciation of our local commercial areas as an integral part of Brookline's identity and quality of life.
- Managed the information kiosk program in Coolidge Corner and Brookline Village as a Town service to advertise nonprofit local events and provide an inexpensive marketing vehicle for local business. In 2004, 92 local events were promoted in the kiosks, including Senior Center Art Shows, Library Music Association Concerts, Brookline Farmers Market, Rotary Pancake Breakfast, Brookline Center Movie Night, Affordable Housing Opportunities, Recreation Department Summer Concerts, and the Greenspace Alliance Earth Day Celebration.



***Farmer's Market***

### **Facilitating New Commercial Development**

The Economic Development Office continues its mission of identifying and facilitating new real estate development projects that will enhance the commercial tax base for Brookline, support small restaurants and businesses and provide revitalization and benefits for the community.

The Office Space Task Force Report that was produced and completed by the Economic Development Office in 2002 bore its first fruit in 2003. One of the property owners approached as a result of the report findings, Roger Cassin of Winn Development Company, contacted the Economic Development Advisory Board to pursue possible redevelopment of the property at 2 Brookline Place.

The Economic Development Advisory Board reviewed Winn Development's proposal, and determined that the proposal could meet the Town's criteria for good development. It was also concluded that a feasible redevelopment scenario would require a zoning change for the property. The Economic Advisory Board immediately requested that the Board of Selectmen designate a Project Review Team to work with the developer to pursue the redevelopment opportunity.

The Project Review Team was formed in April 2003 and began its work with the developer to review and revise a project proposal. The goal of the Project Review Team had been to report back to the Board of Selectmen as to whether or not the developer's proposal provided the Town with an opportunity that should be brought before Town Meeting for consideration of a zoning change. Initially, the Project Review Team intended to finalize its work and report back to the Selectmen prior to the November 2003 Town Meeting.

However, the work of the Project Review Team was not completed in time for the November Town Meeting. The developer agreed to keep working with the Project Review Team in anticipation of a review of the development opportunity by the Board of Selectmen in early 2004, and consideration of a possible zoning change in March of 2004. Spring Town Meeting passed the zoning change, enabling the developer to proceed with securing a tenant and construction financing. Extensive public process will continue throughout the project's development cycle.

## **Board of Appeals**

The Board of Appeals is a quasi-judicial board, responsible for approving special permits and variances from the Zoning By-Law in accordance with the Massachusetts Zoning Act, General Laws Chapter 40A. The Board has three regular members and four alternate members, all citizens of the Town appointed for three-year terms by the Board of Selectmen. The Town Clerk serves as the secretary to the Board of Appeals. The Board meets weekly and normally hears two cases each week. The hearings are advertised in the local newspaper and notices are sent to abutters and Town Meeting Members in the precinct where the property is located. Three members hear each case and a unanimous vote is required for an appeal to be granted.



***Board of Appeals***

### **The Members of the Board of Appeals**

Diane Gordon, Co-Chairman  
Harry Miller, Co-Chairman  
Bailey S. Silber

### **Associate Members**

Louis C. Cohen  
Peter N. Elton  
Lawrence E. Kaplan  
Sara M. Sheldon  
Susana Lannik

In FY2004, the Board of Appeals received applications and held hearings on 64 cases, of which 56 decisions were filed, eight cases were pending at year-end, and one case was postponed. Application fees totaled \$56,450. The Town Clerk's Office continued to provide administration support to the Board. In all decisions, the Board of Appeals must carefully balance all needs and rights of the applicant with the impacts on the neighborhood and the Town. Frequently, the Board will impose conditions, sometimes a dozen or more, designed to improve the proposal and to mitigate any impacts.



# BROOKLINE HOUSING AUTHORITY

Brian Cloonan, Director

## General Information

During 2004, the membership of the Authority was as follows:

Frank Moroney, Chairman  
 Leslie Fabian, Vice Chair  
 Barbara Dugan, Treasurer

David Trietsch  
 Michael Jacobs  
 Brian Cloonan, Executive Director  
 Matthew Baronas, Assistant Director

The Authority administers the following Programs:

<u>Federal Assisted</u>	<u>Family &amp; Elderly</u>	<u># of Units</u>
Walnut Street Apartments		
22 High Street	Family	76
4-24 Walnut Street	Elderly	24
Ralph Sussman House		
50 Pleasant Street	Elderly	100
Arthur O'Shea House		
61 Park Street	Elderly	100
Theresa Morse Apts.		
90 Longwood Ave	Elderly	100
John W. Kickham Apts.		
190 Harvard	Elderly	39
<b><u>Section 8 Leased Housing:</u></b>		
Section 8 Housing Choice Vouchers	619	
Preservation Vouchers	80	
<b><u>M.R.V.P. Leased Housing:</u></b>		
Mass Rental Voucher Program	49	
<b><u>State Assisted:</u></b>		
High Street Veterans		
6- 30 New Terrace Road	Family	177
176-224 High Street		
186-218 Chestnut Street		
Egmont Street Veterans		
51-85 Egmont Street	Family	114
338-348 St. Paul Street		
209-221 Pleasant Street		
Trustman Apartments		
7-33 Egmont Street	Family	50
144-156 Amory Street	Elderly	34
337-347 St. Paul Street		

<b>Federal Assisted</b>	<b>Family &amp; Elderly</b>	<b># of Units</b>
Col. Floyd Apartments 32-40A Marion Street 19-36 Foster Street Extension	Elderly	60
Browne Street Condominiums 230-B St. Paul Street 38 Browne Street, #2	Elderly	2
Wheelchair Accessible Family Apartments At High Street and Egmont Street Veterans Sites		15
Kilgallon House 11 Harris Street	8 disabled persons	
Thomas Connelly House 1057 Beacon Street	13 disabled persons	
McCormack House 153 Kent Street	10 disabled persons	

***Information on applications and eligibility can be obtained by writing or calling the Authority's Applications Office at 90 Longwood Avenue, 617-277-1885.***

#### **Program Activities:**

In 2004, the Brookline Housing Authority achieved several notable milestones:

- Maintained 100% utilization of Rental Housing Choice Vouchers.
- Operated Enhanced Senior Services in collaboration with Springwell House at O'Shea House and negotiated the expansion of these services to include the Sussman House. This is a model alternative to costly assisted living.
- Expanded site beautification and gardening programs to enhance the curb appeal of BHA developments.

#### **Capital Improvements:**

The BHA continued our efforts to modernize buildings and grounds in several developments.

- Completed work relating to Trustman Apartment front entrance and stairway improvements, including new intercoms and fire alarms and enhanced lighting.
- Began work on the replacement of selected windows at the Sussman House & Morse Apartments.
- Completed work on new security screens at the Walnut Street Apartments and High Street and Egmont Street Veterans Apartments.
- Mechanical upgrades to heat and hot water systems were completed at the Walnut Street Apartments and the Sussman House.
- Completed Creative art rooms at the Trustman Apartments and High Street Veterans Development.
- Began work to convert two conventional apartments into two wheelchair accessible apartments at the Sussman House.



- Began work on High Street Veterans site improvements.
- Completed parking lot and sidewalk replacement at Sussman House and O'Shea House.

**Economic and Education Programs:**

- Computer Learning Centers, with programs for homework assistance, open access, and job skills are now operating at 22 High Street, Egmont Street and High Street Veterans.
- Our 6<sup>th</sup> graduation of site-based ESOL was held. Over fifty persons participated in these classes.
- Over one hundred area youth participated in summer employment and the summer peer leadership program.
- In Partnership with the Brookline School Department, expanded award-winning Steps to Success Program designed to maximize opportunity for housing youth to attend college.
- Presented eight BHA Scholarships to BHA residents attending full-time post-graduate institutes. A total of \$5,400 was awarded.
- Continued to partner with Communities United, Inc. in offering full-year Head Start programs at Egmont Street and 22 High Street.
- Continued Next Step program offering educational and career enhancement counseling to families.

**General Administration:**

- 10<sup>th</sup> Annual Thanksgiving Dinner held with over one hundred and fifty guests.
- Commenced review of all Brookline Housing Authority operating policies and procedures with the Resident Advisory Board for new HUD planning requirements.
- Received renewal of funding for a Service Coordinator.
- Continued close partnerships with several public & private local entities, including the Brookline Police Department, Brookline Community Fund, Brookline Health Department, The Brookline Center, and Brookline Recreation.

## HUMAN SERVICES

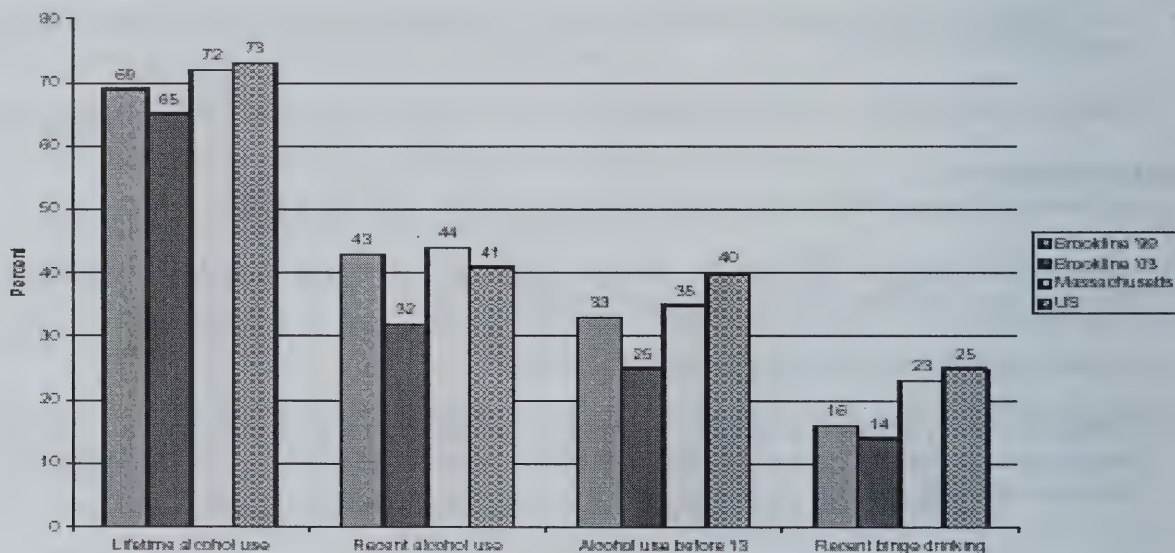
### HEALTH DEPARTMENT

Dr. Alan Balsam, Director

The Brookline Health Department has as its mission the protection of the health of Brookline residents and others who may work, or otherwise be associated with the Town. Toward that end, the Department maintains an active surveillance system of health status indicators, and has planned, implemented, and continues to evaluate a broad spectrum of local health services designed to reduce morbidity and mortality and enhance the quality of life of those who live and work here.

#### Administration

During 2004, the Department continued a formal community health needs assessment of Brookline. With support from a variety of medical institutions and foundations that serve our community, an additional volume of *Healthy Brookline* was produced. Volume 8 presents results of our Youth Risk Behavior Survey for Brookline. This report will be used to plan programs to improve the health status of citizens and to track our progress over time.



#### *Alcohol Usage Rates of BHS, Massachusetts and US 9<sup>th</sup> Graders*

The Department management structure was maintained, providing for more access to the Director, and elevating core public health functions. In addition to the ongoing bi-weekly management team meetings, monthly all-staff meetings, with an educational component, served to help build a sense of mission and community among staff members, and to enhance intra-departmental communication.

This year, the Department continued to be successful in leveraging non-Town resources for a broad range of projects. Over \$150,000 was raised from a variety of sources including medical centers, foundations, and the federal and state governments. In addition, seven well-qualified graduate students were recruited for internships for a variety of community health projects.

The Health Department continued its relationship with the Boston Visiting Nurse Service (VNA) to provide



epidemiology and public health nursing services. We maintained our outreach campaign to enroll uninsured Brookline youngsters in the Children's Medical Security Plan and to expand the Dental Clinic's Program for children.

Working with the Building Department, we identified a firm to complete specifications and designs for the Health Center renovation, the first "Green Building" in Brookline. The Brookline Community Fund supported our efforts with a \$20,000 challenge grant and the Massachusetts Technology Collaborative provided \$100,000 to help purchase solar panels. Also this year, additional progress was made on increasing GIS capability, upgrading the Department's homepage on the Town's web site ([www.townofbrooklinemass.com](http://www.townofbrooklinemass.com)), and maintaining capacity to receive comments/requests from citizens online. The National Library of Addictions continued renting space in the Health Department. Finally, the Brookline Chamber of Commerce recognized Alan Balsam, Director of Public Health and Human Services as the "Person of the Year".

### Emergency Preparedness

The Town Emergency Preparedness Committee continued to meet regularly to prepare for the possibility of a terrorist attack or other emergency. The Health Department took the lead on issues related to bio-terrorism, recruited Dawn Sibor to work with the Department on Emergency Preparation, convened a multi community work group in Metro Boston, and conducted additional Table Top exercises with key Town personnel. Finally, we began to plan and implement a Medical Reserve Corps in Brookline. This group, funded with federal monies, will support the Health Department in the event of an emergency.

### Environmental Health Services

This Division, led by Patrick Maloney MPAH, oversees many state-mandated programs, including the licensing and inspections of food establishments, housing code inspections and enforcement actions; swimming pools; solid waste handling practices; animal, insect and rodent control; and the abatement of general nuisances. Additional concerns include asbestos removal, lead in the environment, hazardous waste, radon in buildings, and the enforcement of state and local tobacco control requirements, including the issuance of permits for tobacco retailers and monitoring the over-the-counter sale of tobacco products.

Brookline continued monitoring compliance with the Town's Tobacco Control By-Law and pursuing complaints concerning infractions of the law. In December, we were funded by the state to increase these checks in 2005 with a \$54,000 grant, covering seven communities.

Brookline continued to be one of the only Towns in the state to fully implement non-criminal dispositions (tickets) as an enforcement element to inspections. The Division completed all mandated inspections as required by State regulation (including 725 housing and 710 food service inspections). We held four orientation sessions for lodging house operators to acquaint them with new regulations, and also maintained a monthly schedule of Choke-saver classes, certifying 130 individuals.



**Brookline DPH employees treat catch basins to kill mosquito larvae**

During the summer, the Division treated 3,500 Town catch basins with a bacterial larvicide, with support from the DPW. We maintained our surveillance system for dead birds and mosquitos and produced information on ways to reduce risk for mosquito borne diseases. We continued an educational campaign and enhanced enforcement regarding organic solid waste and helped enforce the Town's policy on snow removal with the DPW. Also working with DPW, we launched a mercury disposal program in two Brookline locations.

The Division continued implementation of the new revisions of the State Food Safety Code. Inspectors now stress the use of gloves as well as other changes in the law. The Division responded to hundreds of requests from the public for information on radon, lead, opening

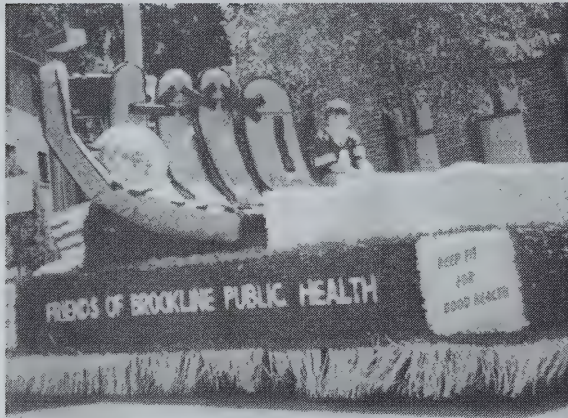
new restaurants (100% of new operators received a formal orientation), and solid waste disposal. The Division



also finished computerizing its permit processes in areas including food service, retail food, and tanning salons.

The Division held health and safety workshops for all children's camp operators, and offered six rabies vaccination clinics in conjunction with the Newton Health Department. With the retirement of Weights and Measures Director Richard Bargfrede, this function was brought under the Environmental Health Division. We tested all Town weighing and measuring devices, taximeters, and scanners to ensure accuracy.

In addition, Division staff served on various state and regional Bio-Terrorism Preparedness and Response Program Advisory Committees and State Food Safety and Housing Code Revision committees. Finally, we promulgated updated regulations for massage operators and practitioners, which included enhanced credentialing, designed to maintain the highest standards of professional conduct.



***Friends of Brookline Public Health's float in the Annual Flag Day Parade***

## **Child and School Health**

Under the direction of Gloria Rudisch, M.D., MPH., the Division of Child and School Health continued to provide the Department's liaison with School Health Services and the nursing and health education staff in the Schools. In 2004, the Division continued its oversight of all programs targeting children and youth.

The Essential School Health Services grant, amounting to over ninety thousand dollars, provided for technology training, program materials, and part-time school health services for non-public schools in Brookline, as well as support for a part-time nurse leader. With this support, over 60 school staff members were trained/retrained in CPR and AED (Automated External Defibrillator) procedures this past year.

Dr. Michael Shannon, Director of Emergency Service at Children's Hospital, completed a template for school emergency response protocols, i.e., bio-preparedness. He worked closely with The Brookline Schools, especially the school nursing staff, who would be key personnel in emergency situations.

The Daycare Inspection Unit monitored group day care centers and extended day programs. Brookline continued to be one of a small number of communities, delegated by the State, to exercise licensing and inspection responsibilities, to assure compliance with Office for Children's Services regulations. In addition, the Division maintained a regular schedule of child immunization clinics staffed by public health nurses with physician back up that served over 267 youngsters.

The Division, working closely with the Police and School Department, implemented an annual bicycle safety education program in the elementary schools. We continued a program to counter bullying in elementary schools. In addition, we were able to assist in maintaining the Dating Violence Intervention Program (DVIP) at Brookline High School and to continue to work with the High School AIDS Peer Leadership program now subsumed under the Students Against Destructive Decisions (SADD) program. Lastly, we continued to offer programs related to eating disorders in conjunction with the Massachusetts Psychological Association, and together with school staff, brought the AIDS quilts to Brookline High for AIDS Awareness Day.



***A mock car crash at Brookline High School demonstrates dangers of drinking and driving.***



## Community Health Services

Led by Lynne Karsten, MPH, this Division oversees community health initiatives including the women's health, adult immunization, injury prevention, elder health programs, and translation services. During 2004, the Division responded to a flu vaccine shortage and implemented Town-sponsored adult immunization clinics serving 3,000 residents. We launched the "Clean Hands for Good Health" campaign to educate the community on steps to take to prevent the spread of disease. Support was given to the Rabies Awareness Committee and the Department maintained an inter-departmental rabies education and control program.



***Brookline residents learn about the "Clean Health for Good Health" campaign.***

A highlight of our work was the Men's and Women's Health campaigns (the latter funded by Brigham and Women's Hospital), which involved building grass roots coalitions, organizing educational programs, and screenings. In April we sponsored free Heart Health screenings. Town merchants donated red clothing items, which were raffled off to all women who scheduled a screening.

The Department, with our partners at Beth Israel/Deaconess Medical Center, received continuation funding for our joint Elder Health

Program, including a series on healthy aging and on health decisions in later life. Working with the Council on Aging and Brookline Housing Authority, we continued a Balance

Program that involved frail elders in a program to build muscle mass and confidence in order to prevent falls. The Health Department also presented a three-part series in the use of laughter, storytelling, and drumming as healing techniques as well as two programs on hearing loss in seniors.

We received continuation funding from Harvard Pilgrim Health Care Foundation to support the Town's Domestic Violence Roundtable, and continued CPR and Yoga classes at the Health Center in conjunction with the Brookline Center for Adult and Community Education.

We have continued to work with Town departments to train staff to use AEDs. Currently, we have deployed 30 of these units around Brookline in strategic locations, in addition to those in all emergency response vehicles. Employees in all Town buildings and Schools where AED's are located have received CPR/AED training.

Translation services in Russian and Chinese were provided to several Town departments. We offered basic public health information at ESL classes in family housing units. The Division was again awarded a grant from the Massachusetts Department of Public Health to raise awareness about the risks of skin cancer, especially among children at summer camps. Working with the Town's Recreation Department, the Division provided free water bottles with information about sun safety to parents whose children attended special summer school programs.

Finally, the Dental Health Clinic maintained its weekly clinic schedule at the Health Center through Tufts Dental School. Linked with the School Department, the clinic provided over 250 patient visits in 2004. The Dental Literary Project was continued, and all children enrolled at the Dental Clinic received free, age-appropriate books. In conjunction with the National Public Health Week during April, the Division sponsored a dental open house and educational programs, featuring local dentist Dr. James Seligman.



## Public Health Nursing/Epidemiology

The Division of Public Health Nursing/Epidemiology oversaw the investigation and control of over 117 cases of communicable disease, and made progress in improving disease surveillance, in line with a nationwide call for enhanced surveillance. Emerging infectious diseases continued to challenge the division and several outbreaks of Norovirus were addressed with control measures and education to long-term care facilities and day care centers. The upsurge in demand for flu vaccine led us to set up additional clinics until our vaccine stocks were depleted.

Led by Barbara Westley, RN, the Division provided the Department's liaison with the Boston Visiting Nurse Association (VNA) and also provided clinical support to all Department screenings, immunization programs, and other clinical activities including refugee health. We also provided educational sessions to school and recreation programs regarding the new TB screening laws and new chickenpox isolation and quarantine regulations. This Division also provided clinical support during the statewide Hepatitis A outbreak. Over 120 cases of humans exposed to animals were case managed and promotion of meningitis vaccination for at-risk college students was done.

Regularly scheduled blood pressure screenings were provided at over 700 patient visits. Information and referral services in the areas of foreign travel and other general health issues were also provided.



***Dr. Paul Epstein, M.D., receives the 2004 Annual Public Health Leadership Award***

The Division distributed thousands of doses of vaccine to community-based medical providers and provided technical assistance on vaccine preventable disease issues. Finally, Ms. Westley continued to participate in the statewide initiatives addressing emergency preparedness and bio-terrorism.

## Substance Abuse Prevention and Services

This Division, led by Gerry Trombley, LCSW, M.Ed., and Mary Minott, LICSW, fields programs and services in both community and school-based settings. In 2004, the Division provided assessments, 4,000 counseling sessions, 240 class presentations, referrals, and monitored progress for over 150 individuals, including 35 Town employees, as well as students and parents.

The Division continued a violence prevention initiative to address high-risk behavior often associated with teen substance abuse. This includes support for peer education and the Students Against Destructive Decisions (SADD) Program. Over 250 students participated in the SADD Program, which provides substance abuse and violence prevention training as well as alternative alcohol and drug free social events. This year, the Division collaborated with the Brookline High School Health/Fitness Department to offer a new course, Peer Education and Adventure Leadership, to provide additional training to Peer Educators. Fifty peer educators were involved in educational forums for elementary and high school students and parents to promote positive healthy choices among youth.

In addition, thanks to a \$12,000 challenge grant from the Brookline Community Fund, more than 120 Brookline teens participated in STARS, "Students Talking About Respect", an afternoon school and summer program located at Brookline High School. The STARS Program includes individual counseling and mentoring, and group "respect" activities such as a recreational basketball league, conflict resolution and anger management groups, and peer leadership training.

Working with the Brookline Police Department, Town Counsel, and private sector bartender training programs, Division staff developed a uniform certification procedure for bartenders and liquor licenses in Brookline.



Mr. Trombley worked closely with the Human Resources Department in supporting the Town's Employee Assistance Program (EAP), and was our liaison to over 25 self-help groups in Brookline. He also provided leadership on a committee that crafted a Workplace Safety Policy for Town employees, and served on the Domestic Violence Roundtable's Steering Committee to provide monthly "Safety Net" cablevision shows. Ms. Minott, working with the Police Department and the Juvenile Justice Roundtable, secured grant funding from the Substance Abuse and Mental Health Services Administration to expand Brookline's Coalition Against Substance Abuse (B-CASA).

In 2004, the Youth Behavioral Risk Factor Surveillance Survey was posted on the Town's web site, and released as Volume 8 of Healthy Brookline. Finally, a coalition of service providers in Brookline, Newton, and Watertown secured continuation of over \$300,000 in federal funding to serve a variety of individuals at risk of homelessness, and to target families fleeing from domestic violence.

### **Advisory Council on Public Health**

A dedicated group of six unpaid citizens continue to serve as members of the Advisory Committee on Public Health (ACPH). Meeting monthly, the Council provides the Director with advice on budget, policy and Town meeting issues, health needs assessments, and a range of operational issues.



**Advisory Council on Public Health**

This year, Dr. Bruce Cohen and Ms. Cheryl Lefman were re-appointed to the ACPH by the Board of Selectmen. They rejoin Dr. J. Jacques Carter, Elizabeth Hirshom, Dr. Milly Krakow, and Ms. Roberta Gianfortoni on the Council.

Another highlight of the year for the ACPH was the re-election of Dr. J. Jacques Carter to the Chair. Dr. Carter has identified a number of important goals for the Council for the coming year, including working with Dr. Balsam to implement the Reserve Medical Corps in Brookline, fielding another Public Health Policy Forum in the Spring, raising funds to support the purchase of solar panels for our "Green Building", and launching a campaign related to fitness and nutrition.

### **Friends of Brookline Public Health**

In 2004, the Friends of Brookline Public Health, a membership organization conceived to build a constituency for public health in Brookline, entered its seventh year. The goal of 160 individual members and six corporate members was achieved. A Board of Trustees of 18 persons, including four officers, was elected, and activities included our Annual Meeting and reception in December.

The Board of the Friends voted to fund several public health initiatives including a project linking literacy and health, a balance/fitness program for elders, a linkage with our Sister City in Nicaragua, and the Green Building renovation at the Health Department.

The Friends also co-sponsored the 9<sup>th</sup> Annual Public Health Policy Forum entitled: "Assuring Access to Healthcare and Prescription Drugs: Roadblocks, Promises and Politics", in conjunction with the Brookline Center for Adult and Community Education. The forum was moderated by former Governor Michael Dukakis and attracted over 200 people.

Finally, the Friends continued the Annual Public Health Leadership Award in Brookline and presented the 2004 award to Dr. Paul Epstein for his outstanding efforts in public health over the years. Two other community health awards were presented to the Runkle School (healthy lunch program) and the Council on Aging/Rogerson Communities (Fitness Programs).

## HUMAN RELATIONS-YOUTH RESOURCES COMMISSION

C. Stephen Bressler, Director

Created by Town Meeting in 1970, the Human Relations-Youth Resources Commission is Brookline's official agency working in the areas of intergroup relations, civil rights and youth advocacy.



**Human Relations-Youth Resources  
Commission**

### Membership

During 2004, the Commission saw the departure of student representatives Christine Devlin, Maresa D'Amore-Morrison, and Bayla Shepley, as well as liaison from The Country Club, Dr. Jacqueline Kieff. Associate Members Karen Fischer and Ruth Kaplan (liaison with the School Committee) were appointed as full members of the Commission while Joy Dryfoos, Judge Herbert Goodwin, Linda Rodriguez-Hutson, and Dr. Paula Schneider were appointed as Associate Members. Samuel Batchelder was named as liaison with The Country Club. Dr. Susan Howards was elected as chair of the Commission, while Dr. Ed Wang and Marc Jones were elected as vice-chairs.

Chairman Howards was a member of the Community Emergency Response Team and was appointed as a member of the MBTA Civil Rights Advisory Committee.

### Administration

The Human Relations-Youth Resources Commission full-time staff included Director C. Stephen Bressler and Secretary Ongelita Mockabee Miles.

In addition to his work in community relations, the Director is Brookline's Affirmative Action Officer, Fair Housing Officer, Americans with Disabilities Act Coordinator, Ombudsman for CATV. The Director staffs the Broadband Monitoring Committee, ADA Transition Team, and Brookline Holocaust Memorial Committee. The Director also serves as a member of the Town's Emergency Management Team.

Throughout 2004, the Director worked with the Brookline Domestic Violence Roundtable and was a consultant to its monthly, hour-long CATV show "The Safety Net" hosted by Ronny Sydney. "The Safety Net", entered its ninth season and was produced in cooperation with Comcast Local Origination in Cambridge.

The Director participated in meetings of the Norfolk County District Attorney's Anti-Crime Council, served on the Norfolk County Sheriff's Recruitment Community Involvement Board, and was vice-chair of the Massachusetts Association of Human Relations/Human Rights Commissions (MAHRC).

### Commission Programming

Aside from numerous sub-committee work sessions, the Commission held eight staff-assisted meetings in 2004. Committees this year included: Asian-American Program Planning Committee, Martin Luther King Program Planning Committee, HR-YRC Brookline 300 Committee, Youth Awards Committee, Nominating Committee, and Ad Hoc Committee on Youth Employment.

### 2004 Program Highlights

**Martin Luther King Day** – The Commission presented its 16<sup>th</sup> annual Martin Luther King event on Monday, January 19 at St. Paul's Church, featuring actress Marcia Estabrook as Ellen Craft, a light-skinned Georgia slave who escaped to the North with her husband William in December 1848. The performance was followed by a discussion led by the Reverend George Chapman.



**C-SPAN Bus at Devotion School** – The Director, in cooperation with Comcast, arranged for the C-SPAN bus to spend a day at the Devotion School in January. The \$900,000 C-SPAN Bus is a traveling classroom and production studio that focuses on educating students around the country about our government.

**No Child Left Behind** – The Commission was a co-sponsor of the February “Straight Talk About No Child Left Behind – What the Elementary and Secondary Education Act Means in Brookline”, held at the Lincoln School.

**Brookline Reads** – The Commission was pleased to be a co-sponsor of the March panel discussion of *Snow in August* by Pete Hamill, held at the Lincoln School. Commission Vice-Chair Dr. Ed Wang served on the panel.

**Program on Police-Community Relations** – The Commission and the Police Department presented a panel discussion on the Brookline traffic data contained in the Northeastern University Institute on Race and Justice *Racial and Gender Profiling Project*. Commission Chair Dr. Susan Howards delivered opening remarks. The discussion was moderated by Judge Thomas May of the Brookline Municipal Court and included panelists Jack McDevitt, Associate Dean at Northeastern University, Margaret Burnham, Attorney and Associate Professor at Northeastern University School of Law, Martin Rosenthal, Attorney and Chair of Brookline PAX; and Chief Daniel O’Leary, Brookline Police Department.

**Program on the Death Penalty** – The Commission, along with Brookline Adult & Community Education and the Brookline Public Library presented a panel discussion “New Perspectives on the Death Penalty” in April. The panel included moderator Byron Barnett, reporter, WHDH-TV 7 News; Bobby Joe Leaster, community activist who was wrongly imprisoned for 15 years; Christopher Muse, Associate Justice, Superior Court; Soffiyah Elijah, Director, Criminal Justice Institute at Harvard; and the Reverend Eugene Rivers III, President of the National Ten Point Leadership Foundation.

**Asian-American Heritage Program** – The Commission presented its 11<sup>th</sup> Asian-American Heritage program in May. “The Asian Heritage: Past, Present and Future” featured a panel discussion with Akshay Ganju, a student at Brookline High School; the Reverend Young Ghil Lee, pastor of the Korean Church of Boston in Brookline; Dr. Diane Atsuko Suda; and Deanna Wong, math specialist at the Devotion School. Dr. Ed Wang moderated the panel.

### **Human Relations Youth Awards**

With much appreciated financial assistance from the Brookline Rotary Club, the Commission, with a planning committee chaired by Leslie Fabian, sponsored its 19<sup>th</sup> annual Human Relations Youth Awards in June. Three leadership awards, seven certificates of merit, and 37 letters of commendation were presented to youths in recognition of their volunteer efforts over the past year. Following a reception at the Brookline Health Center, the awards were presented at the evening session of the Board of Selectmen, which was cablecast live by Brookline Access Television.

### **Public Health Policy Forum**

The Commission was a co-sponsor of the June 23 public health policy forum “Achieving Access to Healthcare & Prescription Drugs: Roadblocks, Promises, & Politics” held at the Holiday Inn.

**Domestic Violence Forum** – On Wednesday in October the Commission, in cooperation with the Brookline Domestic Violence Roundtable, presented a panel discussion “Adding to the Violence: Impact of Funding Cuts on Domestic Violence Programs”. Moderated by Presiding Judge Thomas May, the panelists included Rai Cunningham, Chief, Victim Witness Unit, Norfolk County District Attorney’s Office; Rep. Peter Koutoujian, Nancy Scannell, Director of Government Affairs, Jane Doe, Inc.; Gerry Trombley, Coordinator, Adult Substance Abuse Program, Brookline Health Department; Doreen Gallagher, Brookline High School Substance Abuse and Violence Prevention Program; Dr. Susan Howards, Attorney and Commission Chair; and Ronny Sydney, Attorney and Domestic Violence Roundtable Chair.



***Domestic Violence Roundtable***

In addition to committee reports, highlights of Commission meetings included:

**January** – Discussion on Martin L. King Day programming; desire to do new programming on the Asian community; designate Marc Jones to represent the Commission on the Town's CDBG Committee; youth employment in Brookline.

**March** – Police Chief Daniel O'Leary discussed statistics on traffic stops, police-community relations matters and joint Police/HR-YRC programming; celebrating diversity as part of Brookline 300; discussion on an Asian-American heritage program; youth employment and the School Community Partnership.

**April** – Discussion on the Brookline Community Emergency Response Team; report on meeting of METCO Advisory Board; preliminary discussion on National Night Out – Women Taking Back the Night program.

**May** – Discussion on Asian Heritage Program; updates on youth awards and summer jobs for youth; preliminary discussion on October domestic violence forum; discussion on MBTA Civil Rights Advisory Committee.

**June** – Member Agnes Rogers recognized by Rotary Club of Brookline as Citizen of the Year; discussion on stem cell research; Brookline Drug Free Community Coalition; teen sexual behavior.

**September** – The Commission met with Lyndia Downie, President/Executive Director, Pine Street Inn on the activities of that organization; creation of a Commission brochure with assistance of Linda Cheren Design.

**November** – Discussion with Chief O'Leary on police-community relations; met with Doreen Gallagher, Brookline High School Substance Abuse and Violence Prevention Program, on risky teen behavior.

**December** – The Commission met with Superintendent Dr. William Lupini, Coordinator of Black Achievement Equity Project Daryl Campbell, and high school student Zack Sky on learning issues in the school system.

#### **Publications/Publicity**

In 2004, the Commission revised and distributed its popular "Child Care Resource Guide" produced in cooperation with the Brookline Early Childhood Advisory Council.



## BROADBAND MONITORING COMMITTEE

C. Stephen Bressler, Ombudsman for CATV

### Background

A 15-year license to operate a cable television franchise in Brookline was awarded to Times Mirror by the Board of Selectmen (the Issuing Authority) in June of 1982. In 1983, that license was transferred to Cablevision of Brookline (Cablevision Systems Corporation). In early 1984, the Board of Selectmen created the CATV Monitoring Committee to monitor Cablevision's adherence to the license. In 1984, the Board of Selectmen also appointed Director of Human Relations-Youth Resources Stephen Bressler to serve as Ombudsman for CATV and to staff the CATV Monitoring Committee. In 1997, Cablevision of Brookline's license was renewed for five years. In 2001, the license held by Cablevision of Brookline was transferred to AT&T Broadband and was scheduled to expire the following year. In 2002, the license was extended again, this time for three years. However, during 2002, Comcast made a takeover bid for AT&T Broadband. In 2003, the Board of Selectmen approved the transfer of the license from AT&T Broadband to Comcast. The Comcast license expires in 2005. During the course of the license (1982 to date) the Board of Selectmen, as Issuing Authority, approved amendments to the license to reflect emerging needs of the town and changes in the cable television business. A federally mandated three-year license renewal process between the Town and Comcast will conclude in 2005. In Brookline, Comcast currently offers analog and digital cable television, video on demand, high definition television, and high-speed data service. Brookline residents may contact Comcast at 617-731-1343.

In 1998, at the behest of Town residents wanting competition among cable television providers, and because there were services such as high speed data that were not being offered by Cablevision of Brookline, the Board of Selectmen awarded a ten-year license to operate a cable television franchise to RCN. The three-year license renewal process with RCN will commence in April 2005. In Brookline, RCN currently offers analog and digital cable television, video on demand, high definition television, high-speed data service, and telephone service. Brookline residents may contact RCN at 1-800-746-4726

Residents who are hearing impaired should use the Telephone Relay Service (711) to contact either cable company.

In 2000, the Board of Selectmen broadened the CATV Monitoring Committee's mandate and changed its name to the Broadband Monitoring Committee.

### Membership

In 2004, Francine Berger continued as Chairman with Stephen Bressler serving as Secretary. Membership on the Committee remained the same as in 2003.



*Broadband Monitoring Committee*

## **Ombudsman**

In calendar year 2004, the Ombudsman handled 264 complaints and/or inquiries relative to CATV and Broadband, up from 251 in 2003. The Ombudsman noted that the majority of calls regarding RCN were from residents complaining that the company was not providing service to all parts of Town. Calls from Comcast customers dealt with outage and reception problems, but also with rate increases, marketing changes regarding the grand fathered Metro service, and the requirement that set-top boxes be used to receive all channels other than local broadcast channels. The Ombudsman was in frequent contact with Comcast and RCN managerial and customer service staff. The Ombudsman also consulted with his counterparts in other communities, as well as with officials at the Massachusetts Department of Telecommunications and Energy (DTE).

## **Governor's Special Commission on Cable Television**

In May 2003, Broadband Monitoring Committee Chairman Francine Berger was appointed by Governor Romney to serve on the Governor's Special Commission on Cable Television. In January 2004, Chairman Berger reported that the Commission had released its Final Report and that the New England Cable Television Association had released a dissenting report. Chairman Berger concluded that there is a tremendous need for consumer education on cable television, as well as education on this for lawmakers.

## **Committee Programming**

The Committee worked closely with the CATV Coordinating Committee chaired by Selectman Gil Hoy. Broadband Monitoring Committee Chairman Francine Berger and Ombudsman Stephen Bressler served as members of the Coordinating Committee and participated in that body's 14 full or subcommittee meetings, also frequently attended by member Jack Kettell. Among its tasks the CATV Coordinating Committee reviewed findings of breaches of the License submitted by the Broadband Monitoring Committee and passed them on to the Board of Selectmen, as Issuing Authority, which subsequently conducted breach hearings.

During 2004, the Broadband Monitoring Committee held five staff-assisted meetings (minutes of meetings may be accessed at <http://www.townofbrooklinemass.com/Broadband/CATVMMArchive.html>) during which the following issues, among others, were discussed:

### **Comcast**

- Comcast License renewal process
- Study of the Comcast system
- Comcast responsibilities regarding BAT
- Impact on customer service of closing of Comcast Amory Street customer service office
- Scope of service of Comcast payment centers
- Status of Comcast rebuild of old Cablevision infrastructure
- Continued audio variability
- Scrambling of high end expanded basic service channels
- Concerns with Comcast TV Guide Channel
- Pressuring of customers to upgrade from analog to digital service
- Impact of scrambling channels on usage of cable ready television sets
- Questions regarding rate changes
- Customer service telephone answerability
- Accuracy of Comcast revenue reporting to the Town of Brookline
- Questions regarding Comcast's bonding and grounding practices
- Dropping of a-la-carte options with regard to expanded basic channels
- Availability of residential Static Internet Addresses
- Survey of Comcast subscribers
- Comcast local management changes



**RCN**

- Financial stability of RCN
- Problems with RCN on-line billing system
- RCN local management changes
- Need to communicate with Ombudsman, on a timely basis, with regard to complaints and inquiries
- Free drops to schools
- Addresses not served by RCN
- Status of RCN payment center
- Questions regarding charging customers \$49.95 when they fail to keep an appointment with RCN
- Questions regarding RCN's bonding and grounding practices
- Reception problems

**Brookline Access Television**

- Absence of Brookline Access Television signage at 179 Amory Street
- Brookline Access Television technical problems in coverage of Town Meeting
- Access to Comcast video engineer
- Access to Comcast mobile production van
- Executive Director hiring and compensation
- Move to Old Lincoln School

**Comcast System Study**

A memorandum of understanding between the Town and Comcast provided for a Comcast-funded study of the system, primarily to determine the cause of ingress on local broadcast channels, and to investigate audio variability on all channels. Consultant William Pohts of Alexandria, Virginia, spent several weeks in the Town over the course of 2003, visiting homes of subscribers, as well as various Comcast facilities, taking measurements and readings of signals, and analyzing the results. Mr. Pohts presented a four-volume report to the Town at a License Renewal Ascertainment Hearing on April 29, 2004, indicating problems that existed and that needed to be addressed by Comcast.

**Comcast License Renewal**

Per FCC guidelines, license renewal is a three-year process. During 2004, the Town held three well-attended ascertainment hearings (March 8 at the Senior Center; April 29 at the Public Safety Building; May 11 at a meeting of the Board of Selectmen) chaired by Selectman Hoy. In November, the Town began to conduct a survey of Comcast subscribers to assess subscriber satisfaction with the system. 567 paper and on-line responses were received and the Ombudsman submitted an interim report to the Board of Selectman, on December 14, 2004. A full report is expected during 2005.

**Brookline Access Television Studio**

In early 2003, in violation of the License, Comcast unilaterally expropriated use of the studio at 179 Amory Street, in order to create a permanent set and support space for its new channel *CN8*. For the balance of 2003, Brookline Access Television (BAT) had only a small, insufficient, and technically difficult area in which to produce programs. Meanwhile, Comcast's Brookline Local Origination (LO) operation was relocated to a facility in Cambridge. The Town challenged Comcast on its move in federal court and simultaneously attempted to negotiate with the cable company on this matter. During 2004, a settlement was arrived at which provided for the move of BAT out of Amory Street in exchange for financial compensation. The Town and School Department offered BAT space at the Old Lincoln School and a move to that space took place in late December 2004.

**Motions**

At the January meeting, with regard to an agreement between the Town and Comcast providing for financial support of Brookline Access Television (BAT) in its relocation from its current Amory Street address: Mr. SELIB

MOVED that the Broadband Monitoring Committee express its displeasure with the section of the settlement pertaining to the closing of the Amory Street Customer Service Center, due to the inconvenience that will be experienced by Brookline customers. Dr. Pisano seconded the motion. (Motion passed by a vote of 3 in favor and 1 opposed.)

At the September meeting, following discussion on customers having to upgrade from analog service to digital service in order to retain certain premium channels: Mr. SELIB MOVED, and Dr. Pisano seconded, with language contributed by Mr. Newman, that the Broadband Monitoring Committee has determined that premium channel subscribers have been subjected to a rate increase in that they may be paying more money per month to duplicate their existing service. Brookline subscribers have been subjected to rate changes without notification to the Issuing Authority. The Committee voted unanimously to accept the motion.

### **Boston University Department of Electrical and Computer Engineering (ECE) Project**

In cooperation with the Broadband Monitoring Committee and Comcast, senior BU ECE students, under the general supervision of Committee member and ECE professor Dr. Alan Pisano, created a Broadband Cable Audio Monitor as a project for ECE Day, April 29. Committee members, staff, and consultant William Pohts, attended a presentation and demonstration of the equipment at BU.

## **COUNCIL ON AGING**

Ruthann Dobek, Director

The Brookline Council on Aging, whose members include statutory representatives from other Town departments and Brookline citizens, plans, coordinates, and provides comprehensive services for Brookline's older residents and their families. Our mission is to keep elders independent and functioning members of the community and to assist them and their families in finding services, support, and resources. The Council on Aging operates the Brookline Senior Center at 93 Winchester Street, which is a community-gathering place, dedicated to enriching the aging experience. It provides a rich, diverse environment with a wide range of opportunities, programs, and services. The Council on Aging meets the second Wednesday of the month at the Senior Center at 1:00 p.m.

2004 was an exciting year for the Council on Aging with several new partnerships that resulted in wonderful new programs and services for Brookline elders. We partnered with Brookline High School and Wheelock College to start a summer internship program for high school students to explore the career of social work and gerontology. Six students spent an exhilarating three weeks at the Center in July. Another highlight was the first publication of the Elder Resource Guide. The first Resource Guide was produced and now appears on the Council's web page, as well in book form. It has received rave reviews from elders, as well as professionals.



***Council on Aging***



The Council on Aging had two professional openings on staff. Whitney Bell and Kathleen DeLeo both relocated to Maine and California, respectively. Ms. December Heffernan who started in January 2002 as HELP counselor, was promoted to the HELP Coordinator to fill Ms. DeLeo's position. A graduate of Columbia School of Social Work, Ms. Heffernan has taken a leadership role in developing our Arthritis Programming and will now assist in our Alzheimer disease programming, as well as being responsible for directing the successful homecare program. Susan Kanian-Andriole, a 2002 graduate of Boston College School of Social Work, joined the staff as a HELP social worker after being a Protective Services/Elders at Risk, for the state. Julie Washburn, a 1997 graduate of Boston University with a specialty in gerontology, joined the social work team after being a social worker at the North End Health Center. Ms. Washburn has taken on the task of coordinating the Information and Referral service and resource manual, as well as carrying a geriatric caseload.

Council on Aging services include: advocacy, information and referral, geriatric case management and counseling, homecare, employment, income tax assistance, transportation services, a monthly newsletter, and insurance benefit counseling. Our information and referral services continue to be the backbone of our core services. The main telephone number logged over 10,000 calls from simple questions of where to find a grocery store that delivers to complex emergency referrals of frail elders at risk who needed immediate social work assistance. Volunteers continue to be the lifeblood of the Council on Aging. Under the skilled leadership of Vivian Freeman, volunteer programs flourish. Volunteers help in every facet of the Senior Center operation. Local attorneys contribute their services to a legal clinic and lecture series even doing *pro bono* legal work for low-income seniors. Food service and reception could not function without the dedicated hours of over 30 volunteers, and the senior gift cart is completely volunteer-run. In addition, frail elders receive in home assistance from friendly visitors, high school grocery shoppers, and library delivery service. An annual appreciation lunch was held in April to honor the dedication of over 200 volunteers.

Programs at the Senior Center include: breakfast, lunch, computer lab, gift cart, exercise classes, card games, movies, lecture series, and health screenings. The Brookline Adult and Community Education Program sponsors a variety of courses, ranging from the humanities to computer skills, and area hospitals as well as the Brookline Health Department contribute health education programs. We continue to partner with Brookline Recreation, the Brookline Library, and the Brookline Police for programs. The Council on Aging remains appreciative of the entire community and individuals who generously donate their time to ensure exhilarating mixture of classes, groups, and programs that keeps the Senior Center a dynamic place to visit.

Of special note continues to be the Art Exhibit space at the Center. The second floor includes a gallery for public art expertly designed by chief architect Maurice Childs. Volunteer Jean Stringham continues to do an outstanding job as the curator for the Senior Center. We are also fortunate to have the talent of photographer Robert Berkovitz who produces the gorgeous postcards for the exhibits. This year, art by six local artists graced the walls and made the Senior Center worth a special trip to view the gallery.

The annual survey of the Senior Center was done in the spring of 2004. This will assist us in planning future Senior Center programs. Key results indicate that seniors desire to have the Center be open on weekends. Sunday afternoon usage was most requested followed closely by Saturday.

#### Would you attend the Senior Center on Saturday, Sunday, or evenings?





The Council on Aging continues to supplement its operating budget from the Town by successfully leveraging over \$100,000 in grants. In 2004, CDBG grant funding supported the Taxi Discount Program, and part of the homecare social worker's salary, as well as a new senior employment program. We are especially pleased with three grants received by Springwell, which distributes Older Americans Act federal grant money. Two grants of \$2,000 each will go to fund the Russian Tea Room and Asian outreach programs. The Council continues to be proud of the diversity efforts that have increased who we serve at the Senior Center. A new initiative of \$4,000, also from Springwell, was given for a new respite program. The Council on Aging was able to pay for respite workers to assist families with the stress and burden of care giving. Warm accolades from grateful family members have already streamed in to the Council on Aging office.



**Ron Gallagher and Ruth Whitman celebrating the van's 3,000<sup>th</sup> ride.**

The Council on Aging is especially proud of its success in acquiring a brand new van for door-to-door transportation to the Senior Center. An important goal since the Senior Center opened, the van will be totally funded by private donations. At the 2001 Senior Soiree fundraising benefit, Jack Murphy from Bay State Federal Savings Bank Charitable Foundation pledged \$20,000 for a new van. He also issued a challenge for a matching grant which was quickly met by the Harold Brown Charitable Foundation. The non-profit has made the van its priority for fund raising and the Brookline Community Fund has also generously issued a challenge grant for \$5,000 for the next three years. The van arrived in December 2003 and Ron Gallagher was hired to drive for three days. His warm and caring personality will no doubt ensure the van's success. Indeed, in 2004, over 3,000 rides were given to the Center and back to 210 different seniors.

The accomplishments of this past year are due to the dedication and expertise of the staff, the board, and the volunteers. We are also grateful for the collaborations of so many who ensure that Brookline is a highly desirable place to grow old. Whether it is another Town department that ensures quality programs and service delivery to the seniors, or a local organization that contributes programming, Brookline's elder services are the envy of many a community. We look forward to providing comprehensive services and interesting programs in 2005, which will be the Council on Aging's 50th anniversary and the Town's 300<sup>th</sup>. As always, we invite the public to visit and become involved in our wonderful offerings.

## **VETERANS' SERVICES**

**Richard Bargfrede, Director**

Massachusetts General Laws mandate the Department of Veterans' Services, which is responsible for assisting veterans and/or their dependents in need with living and medical expenses. Directives issued by the State Commissioner of Veterans' Services regulate the scope of these expenses. Medical assistance covers expenses for hospital inpatient or outpatient stays, medications, doctor visits, laboratory work, and dental care. An amendment to the Definition of Massachusetts Veteran was made by the Acts of 2004 to M.G.L. c. 4, sec. 7, cl. 43<sup>rd</sup>, and became effective August 2004. This amendment increases the number of veterans we will be serving as it now includes all veterans who have served a minimum of 180 days, with one day being active duty service. The role of the Veterans' Services Department has changed because we will be servicing many more veterans than in the past. Prior to this legislation, we served only wartime veterans.

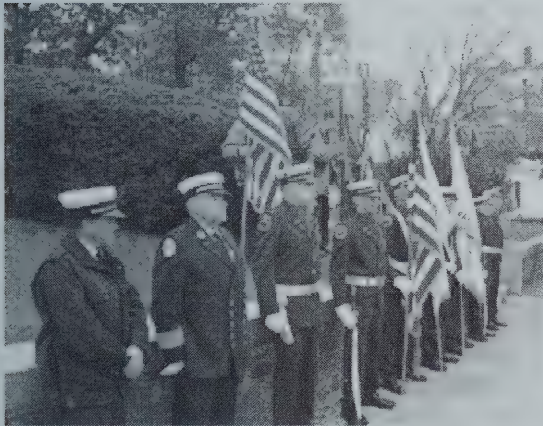
The Department serves as a conduit in filing for all Veterans Affairs benefits to which a veteran/dependent may be entitled, as well as other federally-funded or state funded benefits, such as Social Security, SSI, SSDI, Mass. Health, and Unemployment Compensation.



The Department maintains copies of discharge records and vital statistics for most Brookline veterans. Through a new program administered by the Military Records Branch, we are now able to access a veteran's discharge papers on-line, which saves valuable time in obtaining benefits. Grave registrations are recorded to ensure that all veterans' graves are decorated with a flag on Memorial Day. (Approximately 3,750 graves are decorated.) The Department is responsible for ordering grave markers, on request, for the Veterans interred in Holyhood or Walnut Hills Cemeteries.

The Town of Brookline appropriates 100% of the monies needed to assist the Veterans and/or their dependents. A monthly report is submitted to the State Department of Veterans' Services. The Brookline Director of Veterans' Services initially approves the itemized expenditures and services. Per Massachusetts General Laws, Chapter 115, the state is required to then reimburse the Town of Brookline 75% of all approved expenditures. The Veteran's Office has maintained a 100% approval of all monies disbursed for ordinary benefits.

The Flag Day Celebration and Parade was held on Sunday, June 20, 2004, and is a unique community event which serves to honor our Veterans and also to unite the Town. The cost of the Flag Day Parade is deferred with an Ad Book championed by Building Commissioner, James Nickerson. Thanks to the committee members for their support and hard work in organizing this event.



**Fire Department Color Guard at Veterans' Day Ceremony**

someone special, by displaying a flag on one of the poles along the Flag Day Parade route. The application for the ADOPT-A-POLE program is now on our website. For more information, please contact the Veterans' Office at 617-730-2112.

The age of our veterans has created a new challenge that includes finding housing, long-term medical care, and burials for veterans in need. This past year we were fortunate to work with Gerry Trombley, Substance Abuse Counselor, Brookline Housing Authority, Council on Aging social workers, and other local agencies, who aided in securing and maintaining housing for our Veterans. A special thanks to all who assisted in making this possible.

The Veterans' Office has a staff of two, Richard Bargfrede, Director, and AnnMarie Cedrone, Head Clerk. In December 2004, Mr. Bargfrede retired after many years of service to Veterans and the Town of Brookline. In addition to being the Veterans' Services Director, he was also the Sealer of Weights and Measures.

The joint efforts of the Veterans' Office, American Legion, and the Veterans of Foreign Wars coordinated the ceremonies for Memorial Day and Veterans' Day. Veterans' Day was complemented by the patriotic singing of Kristin DeFosse.

The continued war on terror and Iraq has taken many of our military lives. Over 1,000 have been "Killed in Action" and over 10,000 wounded. We paid tribute to our brave servicemen and women at all our ceremonies throughout the year. The men and women returning from war are in need of many assistance programs, from rehab for injuries to PTSD (Post Traumatic Stress Disorder) from the day-to-day stress of survival. We are working with the VA Medical Center to assure that returning veterans are apprised of all available resources.

The continued success of our ADOPT-A-POLE program provides a means to honor or show tribute to a veteran, or



**Veterans' Day 2004 Kristin DeFosse singing at Veterans' Day Ceremony**

## **AMERICANS WITH DISABILITIES ACT TRANSITION TEAM**

C. Stephen Bressler, ADA Coordinator

### **Background**

The Americans with Disabilities Act Transition Team was established by the Board of Selectmen in 1993, as a requirement of Title II of the Americans with Disabilities Act (ADA). The charge of the Transition Team is to evaluate Town programs, services, buildings, streets, sidewalks, parks, and playgrounds to ensure accessibility for persons with disabilities. Selectman Gil Hoy served as Chairman of the Transition Team. Human Relations-Youth Resources Commission Director, C. Stephen Bressler, served as ADA Coordinator.

In June 2002, the Board of Selectmen voted to re-establish the ADA Transition Team. Appointed to the Transition Team were: Selectman Gil Hoy, Chairman; Stephen Bressler, ADA Coordinator; Thomas DeMaio, DPW Commissioner; James Nickerson, Building Commissioner; Joslin Murphy, Associate Town Counsel; Robert Sneirson, Chairman Brookline Commission for the Disabled; Dr. Alan Balsam, Health Director; and Greer Hardwicke, Historic Preservation Commission; In addition, the Selectmen let it be known that they would appoint an architect, a representative of the School Department, representation from the Special Education Parents Advisory Council, and three citizen members.

### **2004 Accomplishments**

The departmental ADA compliance self-evaluations, begun in 2003, continued in to 2004. During the spring and summer, numerous site visits were made to public buildings and the public way to follow up on the Town's accessibility remediation efforts.

Over the course of the year the ADA Coordinator and the Chairman of the Commission for the Disabled met with town and school staff on compliance matters. On February 11 there was a meeting with the Director of Parks and Open Spaces and staff at Hall's Pond and Amory Woods to review accessibility at these nature areas; on March 15 there was a meeting with the Assistant Superintendent of Schools for Student Services and the Manager of School Building Services to discuss accessibility matters within the Brookline Public Schools.

In 2004, the Recreation Department purchased an "Aqua Creek Pro Pool Lift," an advanced ADA-compliant pool access lift for use at the Town's aquatic center. The lift has hand-held controls that can be used by either a patron or attendant. The new lift is a great improvement over the manual lift purchased in 1992, and noted that this project is part of the Recreation Department's ongoing plans to identify and resolve any accessibility issues that may exist within their facilities. This will also enable the Recreation Department to expand their programming with the Special Olympics of Massachusetts.

During the early winter, the Town's Web Master attended an "Accessible IT Conference" hosted by the New England ADA and Accessible IT Center to learn about making the town's Website more accessible.

During the summer, the Engineering Division of the Department of Public Works conducted a survey of all sidewalk curb cuts/curb ramps within the Town, as part of the process of determining which needed to be redone because of erosion and other factors.

In July, the ADA Coordinator and the Chairman conducted an ADA workshop for Town departments with staff new to the self-evaluation process. In December, a similar workshop was held for School staff.

In November and December, the Town Administrator convened meetings of staff to review TTY services available in Town departments and to review other accessibility compliance matters.

In late 2004, construction began on an accessible elevator at the Old Lincoln School on Boylston Street.

The ADA Coordinator worked with residents, and others, in an effort to resolve various accessibility issues involving the public way, public buildings, and private property.



Lastly, the following ADA tag-line appeared on various Town meeting notices: "The Town of Brookline does not discriminate on the basis of disability in admission to, access to, or operation of its programs, services or activities. Individuals who need auxiliary aids for effective communication in programs and services of the Town of Brookline are invited to make their needs known to the ADA Coordinator, Stephen Bressler, Town of Brookline, 11 Pierce Street, Brookline, MA 02445. Telephone 617-730-2330, TTY 617-730-2327, FAX 617-730-2388, by e-mail at [steve\\_bressler@town.brookline.ma.us](mailto:steve_bressler@town.brookline.ma.us)."

## **BROOKLINE COMMISSION FOR THE DISABLED**

Robert Sneirson, Chairman

The Brookline Commission for the Disabled is authorized under Section 8J of Chapter 40 of the Massachusetts General Laws. Its main duty is to advise the Board of Selectmen on issues facing persons with disabilities in Brookline.

Under the leadership of Chairman Robert Sneirson, the Commission has been working with the Americans with Disabilities Act (ADA) Transition Team to revise the Title II ADA Transition Plan for the Town of Brookline. The plan, which spells out how the Town will serve persons with disabilities, had not been revised since 1997 and it was felt that the revised plan will reflect the many changes in the programs and services offered since that time. From April 2004 until the end of the year, the Commission reviewed the steps that the Town has been taking in response to an audit of its Title II compliance practices by the United States Department of Justice. The results of the review have led to a better knowledge of the needs of persons with disabilities by the staff of the Town and to a better understanding of the Town's programs and services by members of the Commission for the Disabled.



***Commission for the Disabled***

The Commission continues to assist the Brookline Police in enforcing the laws relative to handicapped parking in the Town. Kudos to all of the citizens of Brookline for recognizing the sanctity of handicapped parking and the role it plays in the lives of persons with disabilities.

The Chair represented the Commission on the Carlton Street Footbridge Design Review Committee. We are proud to say that as a result of our advocacy, no matter what the Commonwealth of Massachusetts chooses for a design for the footbridge, access to Riverway Park will be improved for persons with disabilities, as a result of this project.

We continue in negotiations with the Brookline Community Center for the Arts (BCCA) over how access is to be provided to persons with disabilities at their 14 Green Street location. At year-end, the BCCA was still struggling to comply with an order of the Massachusetts Architectural Access Board to provide access to persons with disabilities. In the new year, we hope to continue a dialog with the BCCA to help them provide access to this unique cultural gem in Brookline.

On a darker note, on New Year's Eve, the Commission was saddened by the news that long time member Jutta von der Mosel had passed away. This loss, however, was tempered by the addition of two new associate members of the commission: Jennifer Mitsch and Robyn Dowling. Both Robyn and Jennifer are parents of children with disabilities and provide different views and insight.

The Commission meets on the third Thursday of the month in the Second Floor Conference Room of Town Hall. We are open to hear from members of the Brookline community relative to any questions or problems.

## **THE BROOKLINE COMMISSION FOR THE ARTS**

The Brookline Commission for the Arts is the local cultural council (LCC) for the Town of Brookline. Appointed by the Town Selectmen, the members of the Commission are all volunteers. The mission of the Brookline Commission for the Arts is to support and advocate for the arts at the community, state and national levels. Specific activities include:

- Distributing grants from the Massachusetts Cultural Council to artists and organizations, in order to support projects that enrich cultural life both within the Brookline community and beyond.
- Working in conjunction with the Town of Brookline to provide support for artists and the arts community in Brookline.
- Hosting networking events and workshops that foster community and communication among local artists and arts organizations.

### **2004 Accomplishments**

Completed the first grant cycle for the newly established Art and Culture Fund, awarding a single grant to Harriet Casdin Silver for a commissioned work to celebrate Brookline's 300th anniversary.

Raised almost \$6,000 for the 2004 grant. Continue to fund-raise and collaborate with the Brookline Community Fund on this joint project.

Collaborated with the New England Art Institute to redesign website with a vibrant and creative new look. Links will be included to the other art organizations in the Town and to a menu of cultural offerings.

Collaborated with the Brookline library to present a dance performance by local children. The various groups represented the multi cultural society in our Town.

Identified needs for Board development and recruited new Board members with specific skills.

Held successful and well-attended Grant recipient Brunch.

Continued successful public relations and outreach program through consistent coverage in TAB, on Commission activities.

Participated in 300th planning meetings.

Gained new part-time administrator Andrea Cilley, who brings a wealth of PR experience, as well as knowledge of, and commitment to, the Town and Town public school system.

Worked with student from New England Institute of Art to re-design logo.

Held first annual Brookline Art-ery for Flag day festivities. Event produced a collaborative mural created by local children at Flag Day festivities, a successful and free event.



## Grants

Regular Grants total awarded in 2004: (PASS program temporarily discontinued pending future funding.)	\$7,205
MCC Allocation:	\$6,910
Unencumbered MCC Monies (i.e. forfeited \$ re-granted)	\$ 250
Interest Revenue earned	\$ 177
Total monies granted cycle 31	\$6,955

## Summary

2004 was another year of growth and productivity for the Commission. This year marked a year of transition, as it was the final year at the helm for Co-chairs Mika Hornyak and Sara Dassel. The transition in leadership to Manika Srivastav was smooth and strongly supported by Commission members. Several new members have joined the Arts Commission, bringing a wealth of new talent and enthusiasm.

## INFORMATION TECHNOLOGY DEPARTMENT

Patrick Cafferty, CIO

### Administration

The Information Technology Department, under the leadership of Patrick Cafferty and the day-to-day direction of Jon Snodgrass, continues to provide I.T. services to all Town and Public School Departments, in accordance with the Information Technology Strategic Plan.

### Requisitioning and Computer / Server Life Cycle Replacement Program

Joyce Jenkins continues to create all requisitions for the entire I.T. Department. In addition, she continues to process the paperwork required to maintain the Computer/Server Life-Cycle Replacement Program according to guidelines set in FY2001.

### Applications Management

#### School Software Upgrades and Enhancements

The Brookline Public Schools made the decision in 2003 to upgrade their School and Student Information Management System. An RFP was developed in conjunction with the Procurement Department, outlining their functional requirements and the technology guidelines. A committee comprised of representatives of school administration, I.T., as well as selected teachers, participated in the preparation of the RFP. This group also attended software demonstrations and assisted in the selection of the "most advantageous" system. The data conversion and implementation of this system has consumed a major portion of School IT and Student Management resources from July through the end of 2004. This project will continue to be a major I.T. priority through the 2005 school year. When totally installed, the system will include a website for parents to visit and follow their children's progress, grades, assignments, and the like. In addition to the new Student Management System, Special Education software upgrades were installed, as well as a new Student Health System for School Nurses. At this writing, all of these systems are web compliant, utilize a standard database engine, and may be utilized via Macintosh Desktops or Personal Computers.

In order to Support these efforts, Mel Klayman, John Snodgrass, Sue Ventola (who returned safely from Iraq to step into the line of fire of a major software conversion), Joanne Shaughnessy, Amy Steele. and Kent Carlson

have spent many hours with School Administration and the School and Student Information Management System vendor in order to facilitate Administrative functions.

A key component to the upgrade has been the efforts of Mel Klayman and his staff. Much of the data critical to managing the needs of the new system was significantly different from the prior system and required many hours of data entry. Sue Ventola was responsible for the timely conversion of student data from the prior system to the new one, as well as providing needed guidance in building tables designing reports and giving good advice. Sue also helped keep the old system alive and well, so as to provide historical data including past transcripts and GPA's. Both Sue and Mel deserve special recognition for efforts above and beyond the norm.

### **What is a Cyber Locker?**

A "cyber locker" is the name given to a personal file directory on a Brookline School Department Server. Students and school employees can activate their own directory and use it to store data files, assignments, homework, research papers, or articles from any computer having Internet access. The cyber locker is virus protected and password protected. Files may be uploaded to the locker or pulled down from the locker from any Macintosh or PC with Internet access. The intent of this application is to negate the requirement for individual servers at each school, thus reducing hardware costs and support requirements, while providing needed storage space for students and educators. Cyber lockers were implemented in September 2004 after a summer test cycle.

### **Fire Department Software Enhancements**

The Fire interface for dispatch, incident reporting (MFIRS), and Automated Personnel Scheduling has been implemented. Officer Scott Wilder served as the integration specialist working with the Brookline Fire Department and Larimore Associates, our Public Safety Software Vendor. This phase of our Fire Department upgrade qualified us for matching funds in a Computerization Grant to assist in furthering fire modernization. That phase of the project is intended to bring laptop computers to the actual fire apparatus at the site of an incident. We will be combining the dispatch features of the Larimore System with the map libraries maintained by Brookline's GIS Department.

### **SQL Standardization**

Through the Assistance of Dale Junike and Debra Gildart, we have implemented, or will be finalizing, implementation of the following SQL databases:

1. Permits
2. Real Estate
3. Personal Property
4. Student Management System
5. School Health Offices
6. Special Education
7. Web databases

It should be noted here that the Financial System also underwent a major upgrade in 2004.

### **Oh what a web we weave**

Web usage remains on the increase. In 2004, the Town's website, [www.townofbrooklinemass.com](http://www.townofbrooklinemass.com) averaged over 1,000 unique visitors per day. The website has also collected over \$1,000,000 in revenue, since inception. In 2004, 847 requests or comments were logged. Many of these were service oriented, such as streetlight outages, branches down, snow issues, and potholes.

Webmaster Ben Vivante was busy as usual. Some of his accomplishments are as follows:

- Conversion of databases to SQL Server to meet departmental goals for standardization
- Launching the Town's first Golf Website to assist Recreation in meeting their marketing goals
- Adding new domains, including, but not limited to [www.brookline300.com](http://www.brookline300.com)
- Working with DPW to develop a Stormwater Information Center, as well as a revamped Recycling/Hazardous waste site



- Follow up on the developments of Planning's Comprehensive Plan
- On Line surveys for both Human Relations and Recreation
- Assistance with the School Department's Cyber Locker Program
- Support of Building's Work Order System (over 2,500 work orders in 2004)
- Working the vote. Ben works directly with the Town Clerk's Office and their Accu-Vote System, thus providing "instant" results on the Brookline website for those who choose to wait for the final tallies.

### **Our favorite three letter acronym, GIS**

The GIS Program, led by GIS Manager Feng Yang and assisted by GIS Analyst Parvaneh Kossari, has been busy creating maps, providing user support, developing the webGIS, upgrading the application and maintaining various databases. More than 400 different maps were provided to many internal departments. More than 300 various hard copy maps and many digital data layers were provided to the general public. A map set showing elderly demographics was created for the Council on Aging's 50<sup>th</sup> anniversary publication.

GIS analyst, Parvaneh Kossari, continue to keep the GIS parcels and buildings data layers up to date. All new ANR subdivisions and as-built plans are incorporated into the GIS parcels and buildings layers once they are available to us from the Planning and Engineering Departments. Buildings that are demolished have been removed from the buildings layer in a timely fashion.

The GIS Program completed the DPW Snow and Emergency Procedure Manual before this year's big snowstorms and updated/distributed the 2005 version of the assessor's atlas book to all internal departments. They also assisted the Planning Department in its final revision of the Town's 2005 -2015 Comprehensive Plan by creating maps and performing data/spatial analysis.

In addition, there is continued expansion of the Online Map Library under the GIS section of the Town's website and refinement of the interactive GIS data/parcel viewer which allows residents to use the internet to access vast geographic information relating to property, natural resources, transportation, streets, parking, school districts, historical sites, and utilities.

## **Infrastructure**

Network Manager Zeray Assefa, continues to focus on Information Systems by:

- Identifying critical assets upon which the Town of Brookline depends on for normal business operations
- Classifying the assets according to their importance with regard to availability, confidentiality, and integrity
- Identifying and documenting vulnerabilities
- Providing recommendations to mitigate vulnerabilities
- Recommending changes to the network infrastructure that will facilitate an effective Risk Management Program

As a result, I.T. has:

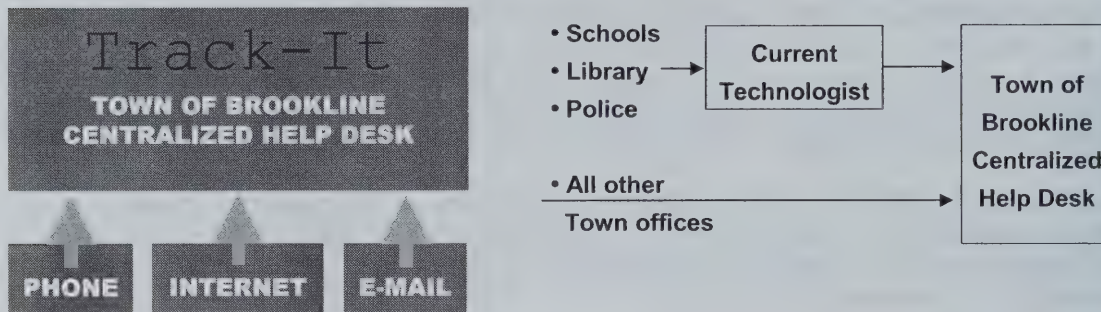
- Implemented a Spam Filtering system that has reduced email traffic by 60% due to stopping spam or viruses at the gateway
- Put into place 24/7 monitoring of most Town/School facilities
- Coordinated network requirements across all departments
- Structured and managed the growth of the Town-Wide Network
- Shared a pool of networking IT expertise across all departments

In addition, both Zeray and John Saia continue to monitor all aspects of the Telecommunication Network, including the Telephone System and computer drops Town & School wide.

## Customer Services

### Help Desk Turns Two Years Old

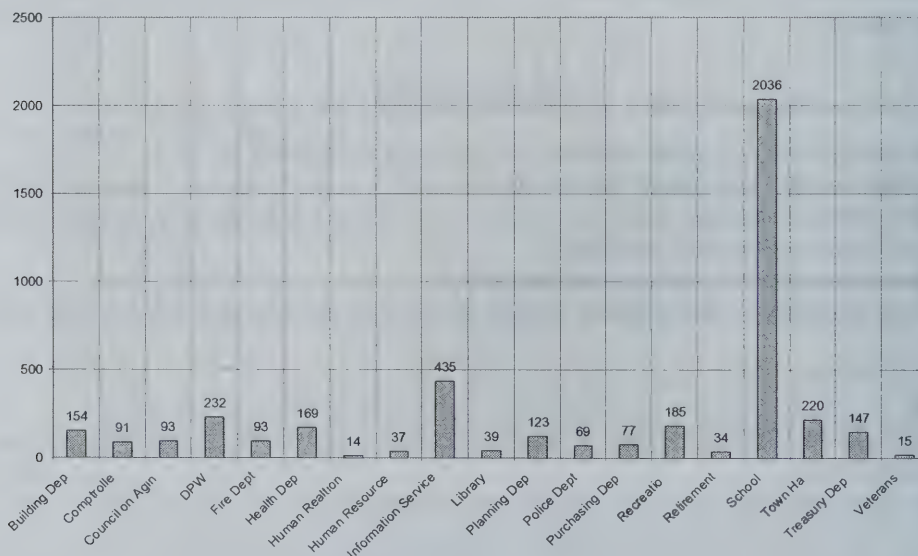
We are currently entering into our second year using the Track-It Automated Help Desk System managed by Gary Vogler and maintained by Ren Avellani. The goal has continued to be one-stop-shopping for computer and phone users, alike. "HELP" or "4357" connects Town/School employees to a central call taker, or with a click of their mouse, they can send an Email directly to Tech Support.



The Help Desk is available to all employees in Town offices, all current technologists in the Public Schools, all current technologists in the public libraries, and all current technologists in the public safety departments.

In conjunction with this activity, the Customer Service Group implemented Active Directories in order to enhance security on desktop computers and safeguard data residing on file servers.

Resolved Technology Work Orders by Department Sep-03 through Jan-05



In conclusion, 2004 has been a very productive year for the IT Department. We kept our day-to-day operation running smoothly and provided timely support for many internal departments and the general public.



## **FINANCE DEPARTMENT**

Stephen Cirillo, Finance Director

### **Overview**

The Department of Finance was created by MGL Chapter 25 of the Acts of 1993. The purpose of the Act was to consolidate all of the fiscal and financial related activities of the Town into a single department in order to attain efficiencies and economies of scale; to reduce or eliminate duplication and overlapping of services, responsibilities and functions; and to improve the communication and coordination between and among the various offices and agencies of the Town.

### **Comptrollers Division**

The Comptroller's Office is responsible for the timely and accurate processing of vendor payments, cash receipts, general ledger transactions, and numerous federal and state reporting functions, including the Commonwealth's Schedule A and Free Cash certification. In addition, the Comptroller served on the Brookline Contributory Retirement System. Some of the key accomplishments are highlighted below.

### **Accounts Payable**

Accounts Payable personnel, in conjunction with input for a variety of Town Departments, continued to service more than 6,200 active vendors, processing more than 46,000 invoices, which resulted in approximately 20,500 vendor checks.

Approximately 500 Form1099's were issued in January 2004 to vendors providing services. The Accounts Payable personnel routinely audit all invoices before the payments are processed and then matches up the resulting checks with their supporting documents. This is important for archiving and mailing of payments. In addition, the accounts payable team has spent considerable time and effort training departmental users throughout the School and Town in the appropriate use of the accounts payable system.

### **Financial Reporting**

The Comptroller's staff worked closely with the Town's auditors to ensure compliance with Generally Accepted Accounting Procedures (GAAP) and the promulgations of the Government Accounting Standards Board (GASB) in the daily financial activities of the various Town departments, and in the preparation of the Town's annual financial statements.

The Comptroller's staff continues to provide training and support for the departmental users in General Ledger queries and reports, Accounts Payable and Cash Receipts input, and processing and reporting of departmental financial data via in Crystal Reports developed in the Comptroller's Office. By the end of 2004, more than 250 users in the Town and School offices were trained in the Town's MUNIS Financial system and over 100 users were trained in basic Crystal report running.

In all, close to 22,000 journal entries were processed to the general ledger during calendar 2004, including nearly 6,000 cash receipts transactions, over 7,000 accounts payable batches, 233 cash disbursement journals, 7,900 purchase journals, 1,200 general journals, 112 payroll journals, 720 budget related journals, and 150 fixed asset related journals.

### **Imaging**

The imaging program continued with payroll, general ledger, cash receipts, and accounts payable data processed through Laserfiche on a daily basis. In addition, WEBlink, an intranet based on-line query engine for Laserfiche was installed during 2004, allowing department users throughout the Town to access selected

financial data via a web browser. Archiving to DVD was started during 2004, reducing the number of disks necessary to be burned from one disk each a month (on average for payroll and Accounts payable) to one disk for every six months. We are also imaging general journals, monthly trial balances, subsidiary ledgers, contracts, and their revisions.

## **Closing**

The Comptroller and her staff worked closely with other key departments to enhance internal controls and financial processing and reporting with the Town. The Comptroller gratefully acknowledges the fine efforts of her staff, in conjunction with the efforts of other Town Departments, which have contributed to this highly successful year.

## **Assessors Division**

### **Market Trends**

As we have done in the past the Board of Assessors adjusted the values of properties for FY 2005 to keep the assessments in line with the real estate market in a non-revaluation year. Past history supports a close tracking of the market to eliminate large increases, to keep the tax bills relatively level, and to avoid "spiking" values every three years in increasing markets.

The Assessors review all classes of property each year. Residential properties are reviewed by comparing the assessed value to the sales prices, generating a "Sales to Assessed Value" ratio analysis. The rents, expenses, and vacancies of apartments and commercial properties are reviewed yearly. These properties are valued by using the Income Approach to Value. A similar ratio study is developed to review rents of similar properties from one year to the next.

The Board of Assessors has reviewed the sales occurring in the Brookline real estate market for the period January 1, 2003 through December 31, 2003. These ratios indicate increases in sales prices over the assessed values set in FY 2004 ranging from five to ten percent, across the residential market. In the rental housing market and the commercial sector, we have seen only minimal increases in rents. As always there are few sales to consider in this area.

### **Tax Rates**

The appreciating values caused the tax rate to decrease. The tax rate for residential properties dropped from \$10.63 in FY 2004, to \$10.23 in FY 2005. The tax rate for commercial properties dropped from \$17.26 in FY 2004, to \$16.61 in FY 2005. The Board of Selectman chose to implement the maximum 20% residential exemption of \$149,610 for FY 2005, which is an increase from FY 2004's exemption of \$139,870.

The actual tax bill was mailed on December 6, 2004 for FY 2005

### **Appellate Tax Board**

Our Appellate Tax Board caseload continues to be current with less than 100 pending cases. We attribute this to a number of factors including: a very active real estate market that provides our staff with ample economic data, a combined 50 plus years experience in Brookline for our senior staff, and a very knowledgeable taxpayer.

### **Staff**

The Board of Assessors has three members. The Chief Assessor and Chairman of the Board, George Moody, MAA, has 22 years experience as an assessor and has directed and organized seven revaluations of property, four of them in Brookline. Mr. Moody is also a licensed builder.

Dr. Harold Petersen has been on the Brookline Board of Assessors for 15 years. Dr. Petersen is a Professor of Economics at Boston College, where he has taught Economics for over 40 years. He was the Chairman of the



Department of Economics at Boston College and has written many papers on the subject. He is considered an expert witness in many courts in the Commonwealth.

Mark Mazur, MAA has over 20 years experience in the assessing/appraisal field. He is currently the Chief Assessor in Sharon, MA and serves as a member of the Executive Board for the Norfolk /Suffolk County Assessors Association.

In August of 2004, Deputy Chief Assessor Randall Kincaid received the Assessment Administration Specialist (AAS) designation from the International Association of Assessing Officers.

In November 2004, Assistant Assessor Lucille Bayes-Hamburger retired after 15 years of service in the Town of Brookline. Prior to her employment in the Town of Brookline, Ms. Hamburger had 55 years of service with the Massachusetts Department of Revenue. While her vast experience in the field of property tax administration will be sorely missed, we wish her the very best in her retirement.

Of the total staff of 10 people, seven people have participated in the past five revaluations. Of the remaining staff, one has participated in three revaluation and two experienced their first revaluation in Brookline in FY 2003.

### **FY 2006 Revaluation**

The Assessors' staff has initiated work on the FY 2006 revaluation with the commencement of the conversion of our real estate valuation system, from the State CAMA (computer assisted mass appraisal) system to the Patriot Properties CAMA system. This change will allow the seamless integration of the assessors' database into GIS system, while at the same time creating "user friendly" access to the data.

## **Purchasing Division**

### **Personnel**

The Purchasing Division is staffed by Chief Procurement Officer David Geanakakis, Procurement Officer Mary Clover, Buyer Richard Saville and Clerk Leonore Nicolay. The role of Purchasing is to ensure that Town and School Departments are getting the best value for purchases of goods and services and to manage various contracts for all departments.

During the past year, the Division underwent a staff change with the departure of Procurement Officer Bobby Lam. Bobby worked with all School and Town Departments over the past four years on many procurements and projects. The Town wishes Bobby all the best in his future endeavors.

The new Procurement Officer, Mary Clover, began her employment in June of 2004. Coming from the School Department in Cambridge, Mary has an extensive background in procurement and government. She arrived during the end of the fiscal year, a busy time for all departments, and was able to provide a smooth transition. Thanks to Richard and Leonore for their efforts during this time, as they continued to provide a high level of service to departments.

General Services is also part of the Purchasing Division and is staffed by Telephone Operator Patty Paige, Supervisor of Mailing and Printing Tim Sullivan, and Mail Clerk Morgan Laing-Buckland. General Services provides telephone, mail and printing support for Town and School departments.

Both Purchasing and General Services continue to provide and expand the level of service and assistance to Town and School Departments. The Chief Procurement Officer would like to thank each of the Purchasing and General Services staff for their assistance over the past year.

## **Purchasing Activity**

During the past fiscal year, the Purchasing Division processed more than 80 public procurements, as well as over 6,600 purchase orders issued for the various Town and School Departments. The various methods by which purchases are made include proposals, bids and quotes. The entire purchasing process must comply with applicable laws, such as M.G.L. Chapter 30B. Purchasing is responsible for drafting specifications, investigating and discovering potential vendors, and evaluating and awarding contracts.

Purchasing has an important role of contract management for the many goods and services contracts that are used by both Town and School departments. Examples are computers, fuel oils, furniture, office supplies, school lunches, copiers, consultants, and insurance. Significant items from the past year were:

- Received information from 200+ companies for using Automatic Check Handling (ACH) and Electronic Funds Transfer (EFT) processes to pay vendors, instead of paper checks.
- Issued and awarded a bid for the sale of 154 University Road for \$761,100, an RFP for Payroll and Human Resources processing services, and an RFP for a Cell Tower on Town owned property.
- Worked on establishing with Information Services, Human Resources, and Town Counsel an insurance database with data that could be used to improve insurance bids in the future.
- Identified and established new blanket contracts for materials and services that will result in savings for Town and School Departments.
- Replaced an existing Town vehicle by purchasing another hybrid gas electric vehicle.
- Continued to assist the IT Department with the implementation of the IT Strategic Plan study recommendations.
- As in previous years, the Division issued the bids, awarded contracts, and administered the Cooperative Purchasing arrangement for the purchase of Gasoline, Diesel, and Heating Oil Fuels for Brookline, the Cities of Newton, Cambridge and Waltham, and the Towns of Arlington, Belmont, Watertown, Winchester, and Weston.

## **Support to the School Department**

Procurement Officer Mary Clover is the Purchasing Division's primary liaison to the School Department, but all Division staff members are involved with School purchases. Purchasing continues to dedicate substantial time and resources in support of School purchases and projects. Significant items from the past year were:

- Consolidated custodial supplies for School and Town use, which resulted in lower prices and standardized products.
- Worked with Food Service director on using various purchasing cooperatives to address needs.
- Supported the Lawrence School renovation project including telephone system configuration, furniture and fixtures purchases.
- Continued to reduce the number of School Department Accounts Payable invoices by establishing delivery schedules for goods to each School.
- Continued improvements in the School Department Art Supply procurement process, which resulted in improved supply quality, pricing, warehousing, and distribution.
- Issued bids and managed contracts for lease purchases of equipment of computer hardware and software for the School Department.
- Assisted various schools in identifying vendors and services for various projects.

## **General Services Activity**

General Services provides telephone operator, centralized printing, and mailing services to all Town and School departments, in the most economical manner possible. The print shop and mailroom provide quality offset printing, as well as mail pick-up and delivery services. Central telephone operator service for Town and School Departments is provided from Town Hall. Significant items from the past year were:



- Added a second higher speed digital copier in the print shop to facilitate expedited service on print jobs. Continued to promote in-house print capabilities to lessen the costs of outside printing. This reduces the expenditures on more expensive external printing.
- The Telephone Operator initiates and verifies completion of all telephone trouble calls, including move, add, and change requests.
- Continued to integrate all telecom service suppliers and reduce the overall number of equipment and service vendors used.
- Continued to identify the costs of mail processing and to determine where savings may be realized.

## **Treasury Division**

In compliance with the provisions of Chapter 41, Section 35 of the Massachusetts General Laws, the Treasurer is pleased to submit this annual accounting of the total cash receipts and disbursements for the fiscal year ended June 30, 2004. In addition, I have also included a summary of the highlights of the activities and accomplishments of the Department of Finance's Treasury and Collecting Division for the year. Historically, this report was a set of financial tables related to cash and debt statistics. In 1994, the format was changed to provide a report that reviewed results and provided information rather than just numbers. The tables and data that have been eliminated are, however, readily available upon request from this office. Details of cash transactions and debt activity are also contained in the Annual Audit Report, which is found in the Town Comptroller's Office, the Library, the Town Clerk's Office, and the Brookline web site at [www.townofbrooklinemass.com](http://www.townofbrooklinemass.com). I believe that this approach provides more relevant information to our readers.

This was the tenth full year of the rebuilding that began with the advent of a consolidated Department of Finance. The reorganization that began just over ten years ago has continued and has strengthened. The functional workgroups that were initially created to provide more effective service and internal cross training are working out very well. Internal coverage for periods of peak needs was expanded. The specialized tax administration units established eight years ago continue to demonstrate their value to taxpayers. Indications are that public service has significantly improved. As will be noted below, with the use of electronic commerce techniques and an after hours Town Hall mailbox, we have developed a 24 hour/7 day per week service capability to our taxpayers.

### **Payroll Sub-Division**

The Payroll sub-division is managed and overseen by Virgie L. Fitzgerald. In 2004, she welcomed Mary P. Slattery to the sub-division as the new Payroll Accountant. Mary previously held the position of Head Clerk in the Treasurer's Office. She replaces Scott O'Shea who transferred to the payroll office of the School Department. The Payroll sub-division has also benefited from a CDBG youth worker for approximately eight hours per week. Tasks such as scanning and data entry have been ongoing projects.

The Payroll sub-division is responsible for the oversight of all payroll activities, including accurate and timely payments to over 1,200 Town and 2,200 School employees, along with the related employee and employer deductions, taxes, wage reporting, and collective bargaining compliance issues. This unit oversees and audits payments of over \$97.8 million in payroll, along with the related \$17.6 million in a vast array of deductions and \$15.9 million in several payroll taxes.

This sub-division has expanded the services provided by Payroll. A newly created section of Brookline's intranet has been developed which provides forms, instruction, and internet links for easy access to employees. This site is continuously being maintained to provide the most updated information to employees regarding all aspects of payroll. Continued throughout the year were individual and group training seminars for all departmental staff who are involved with the payroll functions for their departments.

The Payroll section has combined efforts with the Human Resources Office to change the publication of "Payroll Update" to "Payroll & Benefits Update". The quarterly newsletter provides guidance on benefits available to

employees, along with changes in tax laws and regulations, and all other issues that provide for the best employee relations possible.

### Cash Management Sub-Division

This division is responsible for the collection and maintenance of all revenues from all sources, as well as the management and safeguarding of all funds, the administration of all debt and the proper disbursement of all funds. In summary, the aggregate receipts and disbursements for the fiscal year that began on July 1, 2003 and ended on June 30, 2004 was as follows:

Cash & Invest 7/1/2003	\$ 88,639,472.00
FY 2004 Cash Receipts	\$ 213,058,838.00
FY 2004 Disbursements	\$ (215,966,610.00)
Cash & Invest 6/30/2004	\$ 85,731,700.00

\$733,480 in investment income was earned during the year, an amount that is \$2,379,085, or 76.43%, less than the amount earned during FY2001. This decrease was the direct result of the numerous reductions in interest rates that the Federal Reserve Bank voted during this period because of the poor economic climate. We continued to exercise the aggressive cash management program that was instituted during the latter part of 1994. This enabled us to continue to maximize the rates of returns, despite the economic recession, and helped mitigate the reduction in earnings that was being experienced throughout the world. Use of an automatic "sweep" account that invests funds each night, along with a weekly interest rate bidding request program, have Ensured that we are able to obtain the highest rates available while maintaining safety and liquidity throughout the year. Higher risk type investments, such as derivatives and similar devices, are specifically avoided. The Commonwealth's "legal" list of investments for Savings Banks and other Thrift Institutions are the only allowable investments that are used. The Town did file Home Rule Legislation which would replace the "Legal List" standard with that of the "Prudent Investor" standard.

- **Bank Service Charges**

Through an on-going competitive bidding program, we continued to minimize bank service costs while the level of bank services increased. Our costs were \$74,500 in FY2004, which was directly attributable to our Electronic Commerce and credit card acceptance initiatives that were introduced during the second half of fiscal 2001. In the last decade, bank service charges were costing us about \$150,000.

- **Debt**

In 2002 and 2004, we were able to take advantage of the unprecedented low interest rates in our debt activity by refunding older bond issues. The ultimate result was that our interest costs for these two issues will be reduced by over \$1.6 million over the next 10 years, which will help alleviate some of the impact of the loss in investment earnings noted above. During 2004, the town borrowed \$6.2 million for three capital projects: Lawrence School, Driscoll School and Storm Drain improvements.

### Accounts Receivable Sub-Division

This sub-division is responsible for the billing, collection, recording, and reconciliation of annual property taxes (\$112.5 million), Personal Property taxes (\$2.1 million), Motor Vehicle Excise taxes (\$5 million), Water & Sewer Utility Fees (\$21 million), and Refuse Collection and Disposal Fees (\$2.1 million).

In 2003, this sub-division was reorganized under the leadership of an Assistant Collector. In FY2004 the sub-division began to reconcile accounts receivable on a monthly basis, providing a more efficient year-end closure of the Town's financial books.



Another accomplishment of the sub-division was to shorten the age of accounts receivable. The accounts receivable of six prior fiscal years within the Personal Property Tax receivables class have been collected and closed out. Prior year Excise tax receivables have also been collected, abated, and closed out.

- **Property Taxes**

The aggressive delinquent collection campaign that was initiated in 1994 continued during the year. Unpaid taxes remained at the lowest they have been in over 24 years. The collection program described in the 1994 Annual Report has been very effective. Uncollected property taxes as of June 30, 2004 were \$1.4 million, representing a 98.8% collection rate.

- **Municipal Lien Certificates**

An important responsibility of this Office is the timely and accurate issuance of municipal lien certificates (MLC's). This document is required before buyers and sellers of property can finalize any agreements for the transference of any real property. Lawyers and Mortgage Lending Institutions depend upon this service. The owners of property about to be conveyed generally require immediate attention. We issued approximately 4,900 MLCs during FY2004. Improvements in automation have reduced the completion time to approximately two days, which is significantly shorter than mandated by General Law, which requires these documents to be completed within ten working days of receipt. We continue to receive many favorable comments for timely and accurate service from the various legal firms in the area.

- **Motor Vehicle Excise**

We continued to participate in the Registry of Motor Vehicle license renewal and registration renewal-marking program. For drivers, the failure to be able to renew these two important permits has proven to be a very effective collection stimulus. Uncollected excise at the end of the year was \$694,014.45. This is \$900,000 less than the balance at June 30, 2002, and results largely from the timing of the billings from the State's Registry of Motor Vehicles. We continued to collect over 95% of the more than 39,000 bills issued each year, on a timely basis.

## Summary

Again, your Treasurer/Collector presents these accomplishments with pride. They signify our collective efforts on behalf of our community. One of the most significant messages subliminally contained within this report is that John Mulhane, Debbie Mann, Charlene Morehouse, Cathy O'Dea, Calivina Chow, Wendy Irheta, Virgie Fitzgerald, and Mary Slattery are a team of professional, public sector employees. A strategic initiative of cross training has created a dynamic, yet flexible, staff that can address any issues that are presented. They take pride in providing a high level of quality service for their constituents. As the manager of the Division, I express my genuine appreciation to this exceptional staff of dedicated people who continue to make this all happen. My very personally satisfying job and our many successes are a direct result of their exemplary performance. I remain forever grateful to each and every one of them.

I also wish to thank the Community for their continued support and response to all of our appeals. Tax collecting is never a "fun" task, but the vast majority of our taxpayers understand what we need to do in order to keep our financial house in good condition and this understanding is what enables us to present these accomplishments. We really are grateful to all of you.

## **RETIREMENT**

### **Frank Zecha, Director**

The Brookline Contributory Retirement System (System) administers the defined benefit plan for most Town of Brookline employees, with the exception of teachers and school administrators, whose program is administered by the Teachers Retirement Board. The defined benefit plan, governed by Massachusetts General Laws Chapter 32, provides retirement, disability, survivor, and death benefits to members and their beneficiaries.

The System has a five member Board who is responsible for ensuring that the system is operating in compliance with M.G.L. Chapter 32. Director of Finance Stephen Cirillo serves on the Board pursuant to an appointment by the Board of Selectman. Brookline Comptroller Judith Haupin serves as the ex-officio member, as required by M.G. L. Chapter 32. Retired Brookline Firefighters Joseph P. Duffy and James (Chet) Riley serve as the elected members to the Board. Gary Altman, an attorney who works full-time as a labor arbitrator and mediator, was chosen by the four Board members to serve as the fifth member. James (Chet) Riley serves as the chairperson of the Board. Gary Altman replaced Fred A. Taub, an administrative judge at the State's Department of Industrial Accidents. Judge Taub has served on the Board since 1996. The State adopted a new Judicial Code of Conduct that prohibits Judges from serving on local boards and commissions. The Board Members and Staff would like to thank Judge Taub for his hard work and dedication for the past eight years.

The System is funded through member's deductions, investments, and an annual appropriation from the Town and Housing Authority. The Board adopted an actuarial funding schedule to ensure the financial stability of the retirement system. According to the most recent actuarial report, as of January 1, 2004 the system was 66.7% funded.

As of December 31, 2004, there were 3,077 members, 1,606 active employees, 812 retired members or their beneficiaries, and 659 inactive members. During 2004, the Board voted to grant 24 superannuating retirement allowances and six accidental disability retirements. The Board also approved 127 refunds and 25 transfers of member accounts.

The current staff is comprised of Frank Zecha, Executive Director; Margaret Cossette, Deputy Director of Finance; and Kate MacGillivray, Administrative Assistant. The staff is responsible for all financial transactions, reporting of investment activity, comprehensive pre- and post- retirement counseling to employees and their families regarding their rights and benefits, issuing monthly pension payroll to retirees and /or their survivors, and other required government reporting.

The system utilizes an investment consultant firm, Meketa Investment Group, to provide investment advice. The Board establishes investment policies, allocates system assets to various investments, and retains managers in each asset class to invest the resources allocated to the type of investment, with assistance from Meketa Investment Group.

In 2004, the Board conducted three independent searches, interviewed finalists and choose three managers. The board selected the following managers, Loomis Sayles for High Yield Bonds, Boston Company for International Equities, and EARNEST Partners for a Mid Cap Strategy.

For calendar year 2004 the System earned an 11% rate of return. The overall rate of return is greater than 10% annually.



**TOWN OF BROOKLINE TELEPHONE DIRECTORY**  
**MAIN NUMBER 617-730-2000**

**EMERGENCY TELEPHONE NUMBERS**

POLICE	911
FIRE	911
HIGHWAY	730-2160
PARKS	730-2167
WATER/SEWER	730-2175
HOME HEATING	730-2300 (weekdays)
	730-2222 (evenings & weekends)

<u><b>DEPARTMENT</b></u>	<u><b>TELEPHONE</b></u>	<u><b>FAX</b></u>	<u><b>TTY</b></u>
ASSESSORS	730-2060	739-7572	(Telephone Devices for the Deaf)
BUILDING	730-2100	739-7542	
COMPTROLLER	730-2022	730-2298	
COUNCIL ON AGING	730-2777	730-2761	730-2777
ECONOMIC DEVELOPMENT	730-2468	730-2442	
FIRE (office)	730-2272	730-2728	
FIRE (non-emergency)	730-2260		
HEALTH	730-2300	730-2296	730-2327
HUMAN RELATIONS/YOUTH RESOURCES	730-2330	730-2296	
INFORMATION TECHNOLOGIES	730-2003	739-7571	
LIBRARY			
MAIN LIBRARY	730-2345	730-2160	730-2364
COOLIDGE CORNER BRANCH	730-2380		
PUTTERHAM BRANCH	730-2385		
ADMINISTRATIVE OFFICE	730-2360	232-7146	
PERSONNEL	730-2120	739-7519	
PLANNING	730-2130	730-2442	
POLICE (non-emergency)	730-2222	730-8454	734-2952
PRESERVATION COMMISSION	730-2089	739-7542	
PUBLIC WORKS			
ADMINISTRATIVE OFFICE	730-2156	730-2258	
CEMETERY	730-2179	730-2258	
CONSERVATION	730-2088	730-2258	
ENGINEERING	730-2139	730-2258	
HIGHWAY	730-2156	730-2258	
PARK/FORESTRY (non-emergency)	730-2149	730-2167	
WATER/SEWER (non-emergency)	730-2170	730-2258	
RECYCLING HOT LINE	730-2500		
PURCHASING	730-2195	264-6446	
RECREATION			
MAIN OFFICE	730-2069	739-7531	739-7698
GOLF COURSE	730-2078		
GYM	713-5422		
HIRE ONE	730-2779		
RAFT PROGRAM	739-7598		
SKATING RINK	739-7518		
SWIMMING POOL	730-2778		
RETIREMENT	730-2028	730-2298	
SCHOOLS	730-2400	730-2108	
ADULT AND COMMUNITY EDUCATION	730-2700		739-7656
SELECTMEN	730-2200	730-2054	730-2213
TOWN ADMINISTRATOR	730-2211	730-2054	
TOWN CLERK	730-2010	730-2298	730-2572
TOWN COUNSEL	730-2190	264-6463	
TRANSPORTATION	730-2177	730-2258	
TREASURER	730-2020	730-2298	
VETERAN'S SERVICES	730-2112	730-2296	

**TOWN OF BROOKLINE, MASSACHUSETTS**

Settled: 1638  
 Incorporated: 1735  
 Population: 57,856  
 Land Area: 6.81 Square Miles

**Government:** Representative Town Meeting (240 Elected Town Meeting Members and eight At Large) with five-member Board of Selectmen and Town Administrator

Located four miles from downtown Boston, in Norfolk County. Brookline is one of the largest towns in New England. It is primarily a mature suburban, residential community. The primary occupations of Brookline residents are management and professional, heavily concentrated in the fields of medicine and education.

**FY 2005 Assessed Valuation: \$12,615,710,980**

**FY 2005 Tax Rate:**

**Residential \$10.23**

**Commercial \$16.61**

**Residential Exemption \$149,610**

**Political Parties and Designations**

Total Registered Voters	36,410
Democrats *	17,635
Unenrolled	15,156
Republican *	3,374
Green Party – Rainbow *	123
Libertarian*	115
Socialist	5
Conservative	1
World Citizens Party	1

\* Recognized Political Party

**Brookline Legislators**United States Senators

Edward M. Kennedy  
 John F. Kerry

United States Representative in Congress

Barney Frank

State Senator

Cynthia Creem

State Representatives

Frank Israel Smizik  
 Jeffrey Sanchez  
 Michael Rush  
 Brian Golden

The Town of Brookline is an Affirmative Action/Equal Opportunity employer.

The Town of Brookline does not discriminate on the basis of disability in admission to, access to, or operations of its programs, services, or activities.

The Town of Brookline does not discriminate on the basis of disability in its hiring or employment practices.

MAIN LIBRARY  
 BROOKLINE PUBLIC LIBRARY  
 361 Washington Street  
 Brookline MA 02445









***TOWN OF BROOKLINE, MASSACHUSETTS***

***REPORT ON EXAMINATION OF  
BASIC FINANCIAL STATEMENTS***

***FISCAL YEAR ENDED JUNE 30, 2004***

TOWN OF BROOKLINE, MASSACHUSETTS

REPORT ON EXAMINATION OF BASIC FINANCIAL STATEMENTS

JUNE 30, 2004

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# TOWN of BROOKLINE

## *Massachusetts*

### BOARD OF SELECTMEN

**ROBERT L. ALLEN, Chairman**  
JOSEPH T. GELLER  
GILBERT R. HOY, JR.  
MICHAEL S. SHER  
MICHAEL W. MERRILL

**RICHARD J. KELLIHER**  
Town Administrator

**333 WASHINGTON STREET  
BROOKLINE, MASSACHUSETTS 02445**  
TEL. (617) 730-2200  
FAX: (617) 730-2054  
[www.townofbrooklinemass.com](http://www.townofbrooklinemass.com)

### *Letter of Transmittal*

November 24, 2004

To the Honorable Members of the Board of Selectmen and Citizens of the Town of Brookline:

State and Federal regulations require the Town of Brookline to publish at the end of each fiscal year a complete set of financial statements in conformity with accounting principals generally accepted in the United States of America (GAAP) that are audited in accordance with generally accepted auditing standards (GAAS) by a firm of licensed certified public accountants. Pursuant to that requirement, we hereby issue the Annual Report on the Examination of the Basic Financial Statements of the Town of Brookline, Massachusetts, for the fiscal year ending June 30, 2004 for your review.

This report consists of management's representations concerning the finances of the Town of Brookline. Consequently, management assumes full responsibility for the completeness and reliability of all of the information presented in this report. To provide a reasonable basis for making these representations, management of the Town of Brookline has established a comprehensive internal control framework that is designed both to protect the government's assets from loss, theft, or misuse and to compile sufficient reliable information for the preparation of the Town of Brookline's financial statements in conformity with GAAP. Because the cost of internal controls should not outweigh their benefits, the Town of Brookline's comprehensive framework of internal controls has been designed to provide reasonable rather than absolute assurance that the financial statements will be free from material misstatement. As management, we assert that, to the best of our knowledge and belief, this financial report is complete and reliable in all material respects.

The Town of Brookline's financial statements have been audited by Powers & Sullivan, a firm of licensed certified public accountants. The goal of the independent audit was to provide reasonable assurance that the financial statements of the Town of Brookline for the fiscal year ended June 30, 2004, are free of material misstatement. The independent audit involved examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; assessing the accounting principals used and significant estimates made by management; and evaluating the overall financial statement presentation. The independent auditor concluded, based upon the audit, that there was a reasonable basis for rendering an unqualified opinion the Town of Brookline's financial statements for the fiscal year ended June 30, 2004, are fairly presented in conformity with GAAP. The independent auditor's report is presented as the first component of the financial section of this report.

The independent audit of the financial statements of the Town of Brookline was part of a broader, federally mandated "Single Audit" designed to meet the special needs of federal grantor agencies. The standards governing Single Audit engagements require the independent auditor to report not only on the fair presentation of the financial statements, but also on the audited government's internal controls and compliance with legal requirements, with special emphasis on internal controls and legal requirements involving the administration of federal awards. These reports are available in the Town of Brookline's separately issued Reports on Federal Award Programs also known as the Single Audit Report.

GAAP require that management provide a narrative introduction, overview, and analysis to accompany the basic financial statements in the form of Management's Discussion and Analysis (MD&A). This letter of transmittal is designed to compliment MD&A and should be read in conjunction with it. The Town of Brookline's MD&A can be found immediately following the report of the independent auditors.

## **Profile of the Government**

The Town of Brookline was founded in 1630 and incorporated in 1705. It is located in Norfolk County and borders on Boston to the east, north and south, and Newton to the west. It is approximately 6.8 square miles in area and, according to the 2000 federal census, has a population of 57,107 persons.

## **Municipal Services**

The Town provides general governmental services within its boundaries including:

- public education in grades kindergarten through twelve to over 6,000 students
- police and fire protection including building inspection and animal control services
- highway and roadway maintenance including snow and ice control as well as traffic control
- street and sidewalk maintenance
- water and sewer services
- refuse collection services
- parks and recreational services including a golf course and a swimming pool
- library services
- senior citizen services and programs including a newly constructed senior center building

## **Governing Bodies and Officers**

The Town operates under a Board of Selectmen/Town Meeting form of government. Local legislative decisions are made by a representative town meeting consisting of 251 members and implemented by a five-member Board of Selectmen. Day-to-day administrative authority is vested in the Town Administrator who is appointed by the Board of Selectmen. The Town Administrator is the chief operating officer and is responsible for the supervision and the administration of all municipal departments except for the School Department.

A nine person elected school committee is responsible for the administration of all local school affairs. There is also a nine member elected Board of Library Trustees

A three person Board of Assessors, who are appointed by the Board of selectmen, are responsible for the assessment of local property taxes.

## **Financial and Management Systems**

The Town annually prepares and updates a five-year financial forecast, a six-year capital improvement program, and an annual operating budget. These documents are prepared by the Town Administrator's office in conjunction with the Finance Department, reviewed by the Board of Selectmen and Advisory (Finance) Committee, and submitted to Town Meeting for adoption. The Board of Selectmen annually establishes financial policies that guide the preparation of the capital and operating budget plan.

The five-year forecast, submitted in the fall of each year, is a comprehensive review of economic trends on a local, regional and national basis. It analyzes major municipal fund expenditure projections based upon service program assumptions and develops revenue estimates based on economic conditions and prior trends. Based upon these projections and analyses, the forecast establishes a focal point each fall for the Board of Selectmen to establish a series of revenue and expenditure policies that guide the formation of the capital and operating budgets.

The six-year capital improvement program (CIP), submitted in the fall of each year as well, comprehensively identifies municipal infrastructure and improvement needs by detailing each project, including project description, cost, potential source(s) of funding, priority need, impact upon the operating budget, and ongoing capital maintenance costs. After public and Commission/Committee hearings, the Board of Selectmen adopts an annual funding strategy, which is predicated upon the Town's formal policy of dedicating 5.5% of the prior year's net



revenue, plus free cash, to the CIP. The annual update allows decision makers and voters the opportunity to regularly analyze and decide upon priority project funding.

The annual operating budget submitted in February of each year, follows a program management format that details source and use recommendations for all funds; details departmental missions, goals, objectives and annual work plans; and details performance measurement and financial management criteria for each budget cycle. The budget maintains consistency with the Selectmen's financial management standards and policies. The budget funding sources include the general fund, comprised of revenues from the property tax, auto and hotel tax, user fee receipts, grants in aid, trust income and miscellaneous program income; the enterprise funds for the water and sewer operations and the golf course; and the Recreation Revolving Fund. These latter funds are intended to be self-supporting through user-based charges.

### **Principal Executive Officers**

<u>Office</u>	<u>Name</u>	<u>Term</u>	<u>Term Exp.</u>
Town Administrator	Richard J. Kelliher	Appointed - 3 years	2006
Deputy Town Administrator	Sean Cronin	Appointed - 1 year	2005
Assistant Town Administrator	Jennifer Y. Grams	Appointed - 1 year	2005
Finance Director and Treasurer	Stephen Cirillo	Appointed - 1 year	2005
Town Comptroller	Judith Ann Haupin	Appointed - 1 year	2005
Town Clerk	Patrick J. Ward	Elected - 3 years	2006
Town Counsel	David Lee Turner	Appointed - 3 years	2006

### **Factors Affecting Financial Condition**

The information presented in the financial statements is perhaps best understood when it is considered from the broader perspective of the specific environment within which the Town of Brookline operates.

#### **Tax Base/Local economy.**

Brookline is bordered by the City of Boston. It has both urban and suburban features and is characterized by comparatively high property values. Almost 70% of the general fund revenues are financed by the annual taxes on property. The remaining revenues come from locally derived receipts (approximately 11%), State aid (approximately 10%), transfers from other non-general funds (approximately 5%) and other available funds (approximately 3% to 4%).

Residential property comprises 90.9% of the full and fair value of the property in Brookline and they are responsible for 84.1% of the taxes. The Town has been adopting the tax classification authorization that permits it to set two separate tax rates. The current tax rates are:

Residential	\$ 10.63 per thousand
Commercial	\$ 17.28 per thousand

A combination of significant new development and a strong real estate market has contributed to a steadily growing tax base. The tax base (current market valuation of \$10.5 billion) has increased a significant 75.4% since 1998 reflecting strong development and real estate appreciation. The town's tax base is now among the five largest in Massachusetts. Building permit activity continues at a strong pace, having averaged approximately \$27.1 million annually over the past five years. Per capita market value of \$184,088 is also among the highest in the state as are the per capita personal income level, which is at \$44,327 according to the 2000 census.

**Long-term financial planning.** The Town of Brookline has identified approximately \$74 million in capital improvements needed over the next 6 years. Large components of this total include the following:

- ✦ the mandatory capping of the former landfill site (\$8.9 million).
- ✦ the Beacon street reconstruction project (\$9.5 million), which is partially offset by an anticipated State grant of approximately \$6.9 million. Upgrade and maintenance of our waste water system (\$4.7 million), which will be borne by the water and sewer rates rather than the tax levy.
- ✦ anticipated school projects (\$8.4 million). While this is a relatively lower sum of money than has been expended over the past 6 to 7 years, it reflects a very different environment than in the past when School facilities had been neglected and allowed to deteriorate. In addition, a number of major school projects have recently been undertaken, including the High School renovation (\$44.8 million), the Baker School renovation (\$10.5 million), the Lincoln School renovation (\$13 million), and the Lawrence School renovation (\$16.1 million).
- ✦ the Town Hall and Health Building renovations, currently estimated to cost \$10.5 million and \$4.1 million, respectively.
- ✦ the purchase of the former state-owned Fisher Hill reservoir for transformation into an active / passive open space (\$1.35 million)
- ✦ the Town's share of the \$72 million - \$90 million Muddy River project, a joint effort between the federal government, the state government, the City of Boston, and Brookline.

On the Town's operating side, the current state fiscal problems will likely impact the delivery of Town services. Similar to what happened in both FY03 and FY04, State aid will likely be reduced or level-funded in the next couple years, while the State balances its significant structural budget deficit. This will leave the Town in a position of having to replace the revenue lost from the state and rely increasingly on local revenues to cover the increasing cost of providing services. The Town will have to continue to review all current and potential sources of revenue and seek ways to consolidate or find optional ways to continue to deliver a high level of service at lower costs.

The Town continues to manage its financial affairs in prudent manner. It has maintained its Aaa bond rating even with the fiscal crisis our State is currently experiencing. It has done so by incorporating long range planning tools such as a five-year forecast and a six-year Capital Improvement Program; establishing rainy day accounts and budgeting stabilization reserves; prioritizing spending plans and identifying discretionary spending; incorporating pay-as-you-go financing strategies; developing long-term planning for all liabilities including pension and insurance reserves; and investing in technology to make our operations more efficient.

Brookline has also enhanced its revenue flexibility by establishing enterprise funds for certain operations. This has allowed the Town to shift one hundred percent of the operating cost and capital improvements to the users of certain services so that little or no tax support goes towards providing these services. This includes the water, sewer and municipal golf course operations. By doing so, the Town is able to provide the maximum tax dollars available to all other services.

**Cash management policies and practices.** The Town of Brookline issues property tax bills four times a year and derives approximately 70% of its annual revenue from this source. These quarterly billings result in a reasonably steady cash flow throughout the year. Every effort is made to put any reserve funds to work. This has become more challenging of late due to the historically low rate of return for most traditional investment vehicles. For example, Certificates of Deposit, once an option for surplus operational funds, no longer make sense when fully liquid money market funds have a higher return. Nevertheless, the Town's investment policy remains conservative with particular attention to the constraints of safety and liquidity while attempting to secure the highest yield available with those constraints.

On a daily basis, the treasurer automatically transfers excess funds out of all depository accounts (9) into a collateralized repurchase account with the same depository bank. Frequently (depending on level of receipts) this money is transferred into our account at the Massachusetts Municipal Depository Trust (MMDT) that has offered a higher rate of return over the past year. This is the State Treasurer's pool of invested funds managed currently by Fidelity Investments. The Trust's investment policy requires that these funds be invested in short term fixed income securities (both government and corporate) with maturities not to exceed 90 days. Our funds in this account are entirely liquid.



The Town operates on an aggregate cash basis and invests in the same fashion. Some surplus money, primarily associated with funds outside of the general fund, represent fund reserves that will not be spent in the immediate future. Some of these funds have been used to purchase various obligations of the U.S. Treasury, short-term commercial paper, and corporate bonds. The maturities of these investments range from 90 days to 6 years with an average maturity of 3.2 years.

Finally, a significant portion of the Town’s non-expendable trust funds are currently managed by a professional and nationally recognized investment management firm. Each of these funds has a distinct purpose and, therefore, the mix of holdings in cash, fixed income securities, and equities will vary by fund. The amount of annual income desired and the timing of disbursements generally govern the mix.

In a year when money market deposits are yielding in the 1.5 percent range, the bond funds and U.S. Treasury and corporate debt obligations have returned or promise future yields as follows:

Short term U.S. Treasury bond fund	3.1 percent annualized
U.S. Treasuries average current yield	5.8 percent
Corporate bonds average current yield	6.3 percent

In addition to the investment income from the fixed investments, there is appreciation (or depreciation) in their market value as market conditions change. This year, to date, over 92% of the individual securities purchased have appreciated since purchased. There is no guarantee, however, that this trend will continue. Nor can it be determined with certainty that these securities will or will not be held to maturity.

**Risk Management.** The Town of Brookline manages its risk through a combination of self-insured programs and premium based coverage with commercial insurance carriers. Workers compensation, unemployment and municipal building activities are self-insured while exposures to various risks of loss related to torts; theft of, damage to and destruction of assets; errors and omissions; and natural disasters are covered through policies purchased from commercial carriers. Various control techniques including employee accident prevention training have been performed to minimize accident-related losses. Worker’s compensation claims are administered by a third party administrator and are funded on a pay-as-you-go basis from annual appropriations. Third-party coverage is maintained for individual workers’ compensation claims in excess of \$100,000. In addition, the Town administers an insurance reserve fund to help offset the annual cost of its risk management program. Additional information on the Town of Brookline’s risk management activity can be found in the notes to the financial statements.

**Pension and other post employment benefits.** The Town of Brookline contributes to the Brookline Contributory Retirement System, a cost sharing, multiple-employer defined benefit pension plan administered by the Brookline Contributory Retirement board. Substantially all Town employees are members of the System, with the exception of public school teachers and certain school administrators who are members of the Massachusetts Teachers Retirement System, to which the Town does not contribute. Each year, an independent actuary engaged by the pension plan calculates the amount of the annual contribution that the Town of Brookline must make to the pension plan to ensure that the plan will be able to fully meet its obligations to retired employees on a timely basis. As a requirement by law, the Town of Brookline fully funds each year’s annual required contribution to the pension plan as determined by the actuary. The System has succeeded in funding 66.7% of the present value of the projected benefits earned by employees. The remaining unfunded liability is being systematically funded over 20 years as part of the annual required contribution calculated by the actuary.

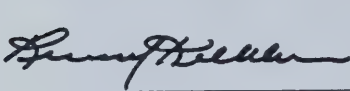
The Town of Brookline also provides postretirement health care benefits for certain retirees and their dependents. There were 1,254 retired employees and/or spouses receiving these benefits, which are financed on a pay-as-you-go basis. GAAP do not require governments to report a liability in the financial statements in connection with an employer’s obligation to provide these benefits.

Additional information on the Town of Brookline’s pension and post employment benefits can be found in the notes to the basic financial statements.

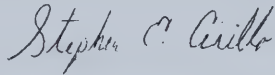
### Acknowledgements.

The preparation of this report would not have been possible without the efficient and dedicated services of the entire staff of the town administrator and finance departments. We would like to express our appreciation to all the members of the department who assisted and contributed to the preparation of this report. Credit should also be given to the Board of Selectmen for their unfailing support for maintaining the highest standards of professionalism in the management of the Town of Brookline's finances.

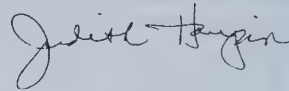
Respectfully submitted,



Richard J. Kelliher  
Town Administrator



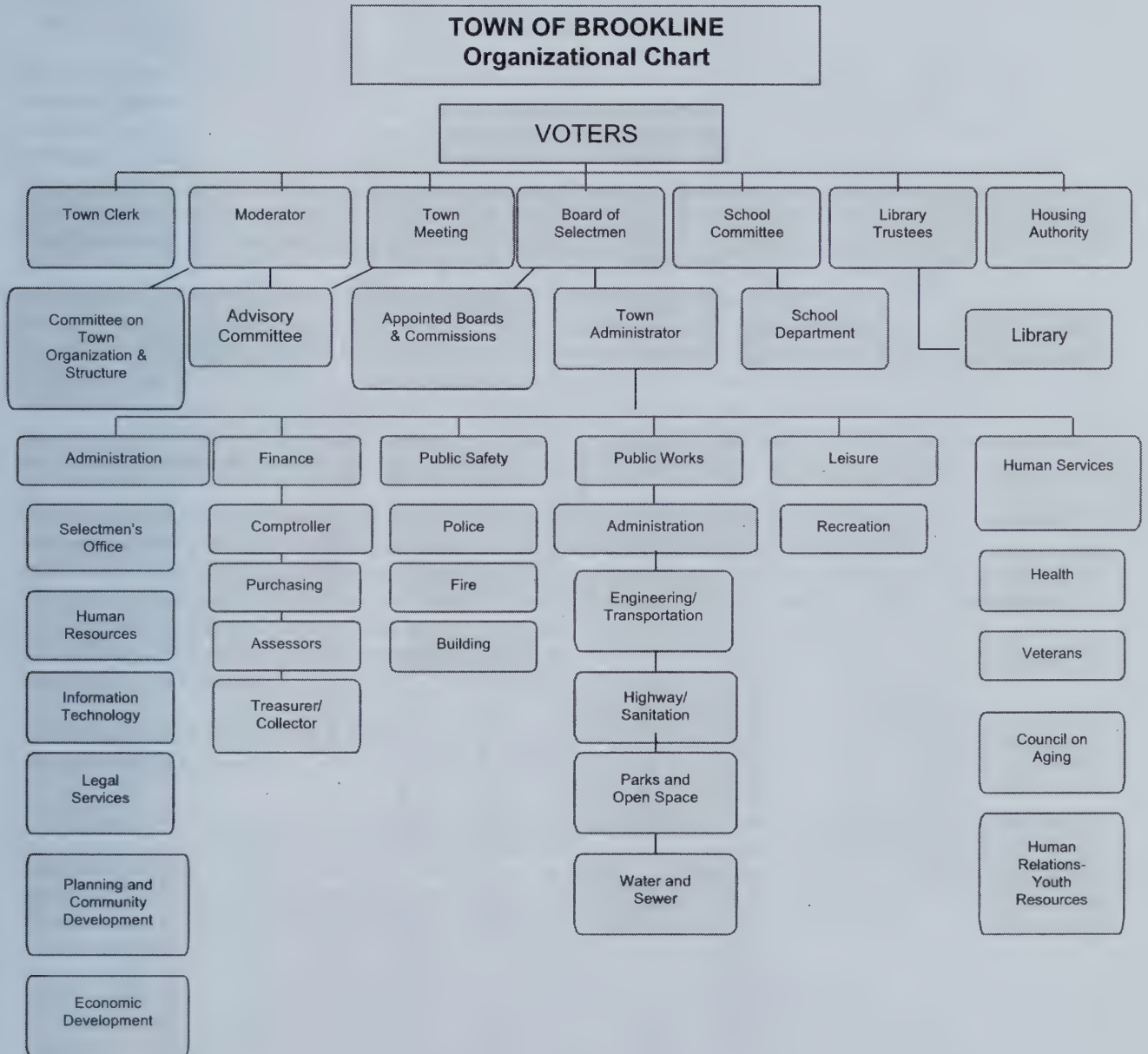
Stephen Cirillo  
Finance Director



Judith A. Haupin  
Town Comptroller



## Organizational Charts



# BOARDS/COMMISSIONS APPOINTED BY THE BOARD OF SELECTMEN

Planning/ Development	Administration and Finance	Public Works	Cultural/ Leisure Services	Human Services
Board of Appeals	Board of Assessors	Conservation Commission	Brookline Access Television	Advisory Council on Public Health
Board of Examiners	Personnel Board	Solid Waste Advisory Board	Celebrations Committee	Cable TV Monitoring Committee
Building Commission	Registrars of Voters	Transportation Board	Council for the Arts and Humanities	Commission for the Disabled
Economic Develop. Advisory Board	Retirement Board	Tree Planting Committee	Park and Recreation Commission	Commission for Women
Housing Advisory Board		Trustees of Walnut Hills Cemetery		Council on Aging
Planning Board				Holocaust Memorial Committee
Preservation Commission				Human Relations Youth Resources





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## Independent Auditors' Report

 member

To the Honorable Board of Selectmen  
Town of Brookline, Massachusetts

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Brookline, Massachusetts, as of and for the fiscal year ended June 30, 2004 (except for the Brookline Contributory Retirement System which is as of and for the year ended December 31, 2003), which collectively comprise the Town's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the Town of Brookline, Massachusetts' management. Our responsibility is to express opinions on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

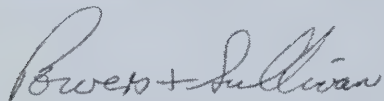
In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Brookline, Massachusetts, as of June 30, 2004 (except for the Brookline Contributory Retirement System which is as of December 31, 2003), and the respective changes in financial position and cash flows, where applicable, thereof and the respective budgetary comparison for the General Fund for the fiscal year then ended in conformity with accounting principles generally accepted in the United States of America.

As more fully described in Note 1, the Town restated its beginning governmental net assets to fully record infrastructure capital assets.

In accordance with Government Auditing Standards, we have also issued our report dated November 24, 2004, on our consideration of the Town of Brookline, Massachusetts' internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts and grants. That report is an integral part of an audit performed in accordance with Government Auditing Standards and should be read in conjunction with this report in considering the results of our audit.

Management's discussion and analysis, located on the following pages, are not a required part of the basic financial statements but is supplementary information required by accounting principles generally accepted in the United States of America. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

The introductory section has not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we express no opinion on them.

A handwritten signature in cursive script that reads "Bowers + Sullivan".

November 24, 2004



# ***Management's Discussion and Analysis***

## ***Management's Discussion and Analysis***

As management of the Town of Brookline, Massachusetts, we offer readers of the Town of Brookline financial statements this narrative overview and analysis of the financial activities of the Town of Brookline for the fiscal year ended June 30, 2004. The Town must comply with new financial reporting requirements issued under Governmental Accounting Standards Board Statement #34, Basic Financial Statement – and Management's Discussion and Analysis – for State and Local Governments, for the fiscal year ending June 30, 2004. Management's discussion and analysis are part of the new requirements.

The Governmental Accounting Standards Board (GASB) is the authoritative standards setting body that provides guidance on how to prepare financial statements in conformity with generally accepted accounting principals (GAAP). Users of these financial statements (such as investors and rating agencies) rely on the GASB to establishing consistent reporting standards for all governments in the United States. This consistent application is the only way users (including citizens, the media, legislator and others) can assess the financial condition of one government compared to others.

Government must adhere to GASB pronouncements in order to issue their financial statements in conformity with GAAP. The users of financial statements also rely on the independent auditor's opinion. If the Town of Brookline financial statements have significant departures from GAAP the independent auditor's may issue a qualified opinion or a disclaimer (where no opinion is given). These types of opinions may have an adverse effect on the Town's bond rating and our ability to borrow money at favorable interest rates. If the Town of Brookline did not comply with GASB statement number 34 we would most likely receive a disclaimer of opinion. The Town of Brookline has enjoyed an unqualified opinion on its financial statements since the fiscal year ended June 30, 1995.

### **Financial Highlights**

- ❖ The assets of the Town of Brookline exceeded its liabilities at the close of business of the most recent fiscal year by \$209,402,149.
- ❖ As of June 30, 2004 Brookline's fund based governmental funds reported combined ending fund balances of \$54.5 million, a decrease of \$3.3 million from the previous year. Activities in the capital project funds, the special revenue funds and the permanent funds resulted in a decrease in fund balance of \$1.8 million mainly due to increased expenditures on various capital projects. The general fund operations resulted in a \$1.5 million decrease in fund balance or approximately 1.1% of the general fund revenue originally budgeted.
- ❖ At the end of the current year, unreserved fund balance for the general fund was \$12.3 million or 7.6% of the fiscal 2004 actual general fund expenditures.
- ❖ Brookline's debt decreased by \$960,083 during the year. This is a direct result of efforts made to maintain or reduce our commitment to debt service to bring us in line with our capital financing policies as described in the Town's annual financial plan and capital improvement project budget.

### ***Overview of the Financial Statements***

This discussion and analysis are intended to serve as an introduction to the Town of Brookline's basic financial statements. These basic financial statements comprise of three components: 1) government-wide financial statements, 2) fund financial statements, and 3) notes to the financial statements. This report also contains other supplementary information in addition to the basic financial statements themselves.

**Government-wide financial statements.** The *government-wide financial statements* are designed to provide readers with a broad overview of finances, in a manner similar to private-sector business.

The *statement of net assets* presents information on all assets and liabilities, with the difference between the two reported as *net assets*. Over time, increases or decreases in net assets may serve as a useful indicator of whether the financial position is improving or deteriorating.

The *statement of activities* presents information showing how the government's net assets changed during the most recent fiscal year. All changes in net assets are reported as soon as the underlying event giving rise to the change occurs, *regardless of the timing of related cash flows*. Thus, revenues and expenses are reported in this



statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and earned but unused vacation leave).

Both of the government-wide financial statements distinguish functions that are principally supported by taxes and intergovernmental revenues (*governmental activities*) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (*business-type activities*). The governmental activities include general government, public safety, education, public works, human services, community development, culture and recreation, pension benefits, property and liability insurance, employee benefits, claims and judgments, interest and state and county charges. The business-type activities include water, sewer and golf activities.

The government-wide financial statements include not only the Town of Brookline itself (known as the *primary government*), but also a legally separate public employee retirement system for which the Town of Brookline is financially accountable. Financial information for this *component unit* is reported separately within the fiduciary fund statements.

**Fund financial statements.** A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. All of the funds can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds.

**Governmental funds.** *Governmental funds* are used to account for essentially the same functions reported as *governmental activities* in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund statements focus on *near-term inflows of spendable resources*, as well as on *balances of spendable resources* available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for *governmental activities* in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate this comparison between *governmental funds* and *governmental activities*.

The Town of Brookline adopts an annual appropriated budget for its general fund. A budgetary comparison statement has been provided for the general fund to demonstrate compliance with this budget.

**Proprietary funds.** The Town maintains two types of propriety funds.

*Enterprise funds* are used to report the same functions presented as *business-type activities* in the government-wide financial statements. The Town uses enterprise funds to account for its water, sewer and golf activities.

*Internal service funds* are an accounting device used to accumulate and allocate costs internally among various functions. The Town uses internal service funds to account for health insurance activities, workers' compensation benefits and municipal insurance. Because these services predominately benefit governmental rather than business-type functions, they have been included within *governmental activities* in the government-wide financial statements.

**Fiduciary funds.** Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are *not* reflected in the government-wide financial statement because the resources of those funds are *not* available to support the Town's own programs. The accounting used for fiduciary funds is much like that used for propriety funds.

**Notes to the basic financial statements.** The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

**Other information.** In addition to the basic financial statements and accompanying notes, this report also presents certain *required supplementary information* concerning the progress in funding its obligation to provide pension benefits to its employees.

## Government-wide Financial Analysis

As noted earlier, net assets may serve over time as a useful indicator of a government's financial position. As shown below, governmental assets exceeded liabilities by \$185,647,128 at the close of FY2004.

Net assets of \$125,270,581 reflect the Town's investment in capital assets (e.g., land, buildings, machinery, and equipment), less any related debt used to acquire those assets that are still outstanding. The Town uses these capital assets to provide services to citizens; consequently, these assets are *not* available for future spending. Although the investment in its capital assets is reported net of its related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

\$22,441,837 represents resources that are subject to external restrictions on expenditures. The remaining balance of *unrestricted net assets* of \$37,934,710 may be used to meet the government's ongoing obligations to citizens and creditors.

At this point it is important to note that in accordance with the requirements of Massachusetts finance laws and regulations, all of the unrestricted net assets are required to be reserved for designated purposes except for \$4,606,536, which is the amount classified as "available funds" (also known as "free cash") by the Massachusetts Department of Revenue's Division of Local Services. The remaining unrestricted net assets are either already committed for expenditure or required to be retained for other purposes.

### Town of Brookline – Governmental Activities Net Assets

At the end of the current fiscal year, the Town is able to report positive balances in all three categories of net assets. Net assets increased by \$9,694,534 during the fiscal year. Substantially, all of the increase can be directly attributed to the Town's objective to maintain its strong financial position, balancing its budget and the recognition of capital grant revenue used to acquire capital assets.

	FY 2004 Governmental Activities	FY 2003 Governmental Activities	FY 2002 Governmental Activities
<b>Assets:</b>			
Current assets.....	\$ 97,714,588	\$ 96,467,107	\$ 88,138,427
Noncurrent assets (excluding capital).....	43,729,000	37,853,000	41,844,000
Capital assets.....	173,442,564	161,659,701	156,578,318
<b>Total assets.....</b>	<b>314,886,152</b>	<b>295,979,808</b>	<b>286,560,745</b>
<b>Liabilities:</b>			
Current liabilities (excluding debt).....	21,464,978	15,499,828	14,024,438
Noncurrent liabilities (excluding debt).....	14,756,314	13,634,967	13,295,464
Current debt.....	17,999,130	20,945,891	26,302,000
Noncurrent debt.....	75,018,602	75,368,109	69,269,000
<b>Total liabilities.....</b>	<b>129,239,024</b>	<b>125,448,795</b>	<b>122,890,902</b>
<b>Net Assets:</b>			
Capital assets net of related debt.....	125,270,581	116,953,871	113,967,152
Restricted.....	22,441,837	20,606,066	19,036,762
Unrestricted.....	37,934,710	32,971,076	30,665,929
<b>Total net assets.....</b>	<b>185,647,128</b>	<b>170,531,013</b>	<b>163,669,843</b>



Net assets from the Town's governmental activities increased by over \$9,600,000 during fiscal 2004. Key elements of the change are as follows:

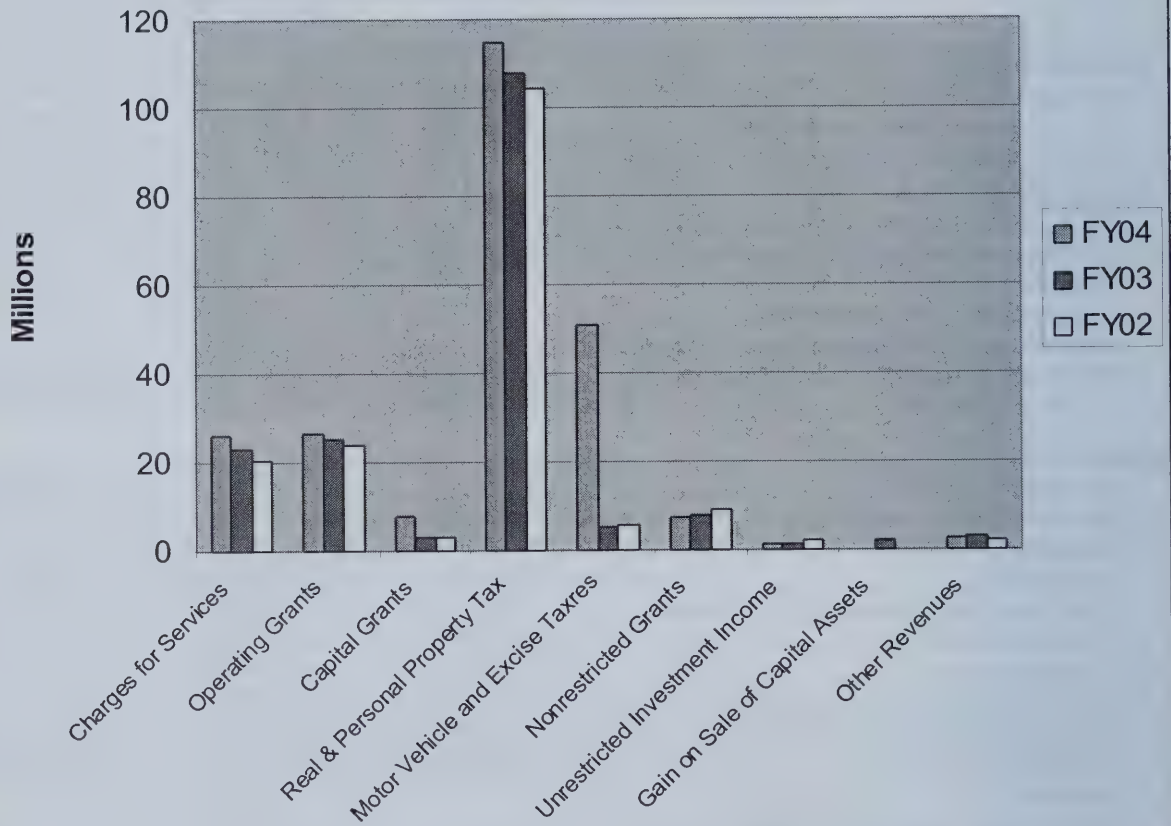
	<b>FY 2004 Governmental Activities</b>	<b>FY 2003 Governmental Activities</b>	<b>FY 2002 Governmental Activities</b>
<b>Program revenues:</b>			
Charges for services.....	26,054,700	23,188,938	20,640,992
Operating grants and contributions.....	26,501,444	25,418,590	23,880,320
Capital grants and contributions.....	8,017,139	2,958,587	2,995,795
<b>General Revenues:</b>			
Real estate and personal property taxes....	114,633,777	108,027,899	104,208,826
Motor vehicle and other excise taxes.....	5,083,769	5,207,592	5,524,621
Nonrestricted grants and contributions.....	7,541,759	7,921,606	9,096,592
Unrestricted investment income.....	1,341,412	1,232,498	2,045,468
Gain on sale of capital assets.....	-	2,002,030	-
Other revenues.....	2,550,809	3,155,170	2,387,191
<b>Total revenues.....</b>	<b>191,724,809</b>	<b>179,112,910</b>	<b>170,779,805</b>
<b>Expenses:</b>			
General Government.....	8,974,389	7,966,535	5,868,007
Public Safety.....	31,182,998	27,923,985	29,146,112
Education.....	65,445,062	68,918,769	64,479,785
Public Works.....	20,060,524	13,895,615	15,854,353
Community and Economic Development...	1,420,252	1,604,784	1,815,790
Human Services.....	3,278,892	3,046,882	2,039,103
Leisure Services.....	6,467,153	4,504,225	3,678,431
Pension benefits.....	17,123,869	15,965,051	14,453,126
Property and liability insurance.....	457,000	107,400	944,000
Employee benefits.....	20,568,318	19,922,012	15,675,354
Interest.....	3,635,472	4,715,797	4,214,697
Call premium of refunded bonds.....	-	185,000	-
State and county charges.....	5,460,231	5,638,706	5,741,060
<b>Total expenses.....</b>	<b>184,074,160</b>	<b>174,394,761</b>	<b>163,909,818</b>
<b>Transfers In(Out).....</b>	<b>2,043,885</b>	<b>2,143,021</b>	<b>2,209,240</b>
<b>Change in net assets.....</b>	<b>\$ 9,694,534</b>	<b>\$ 6,861,170</b>	<b>\$ 9,079,227</b>

A large number of factors contributed to the change in net assets within the governmental activities category.

Some of the major items are:

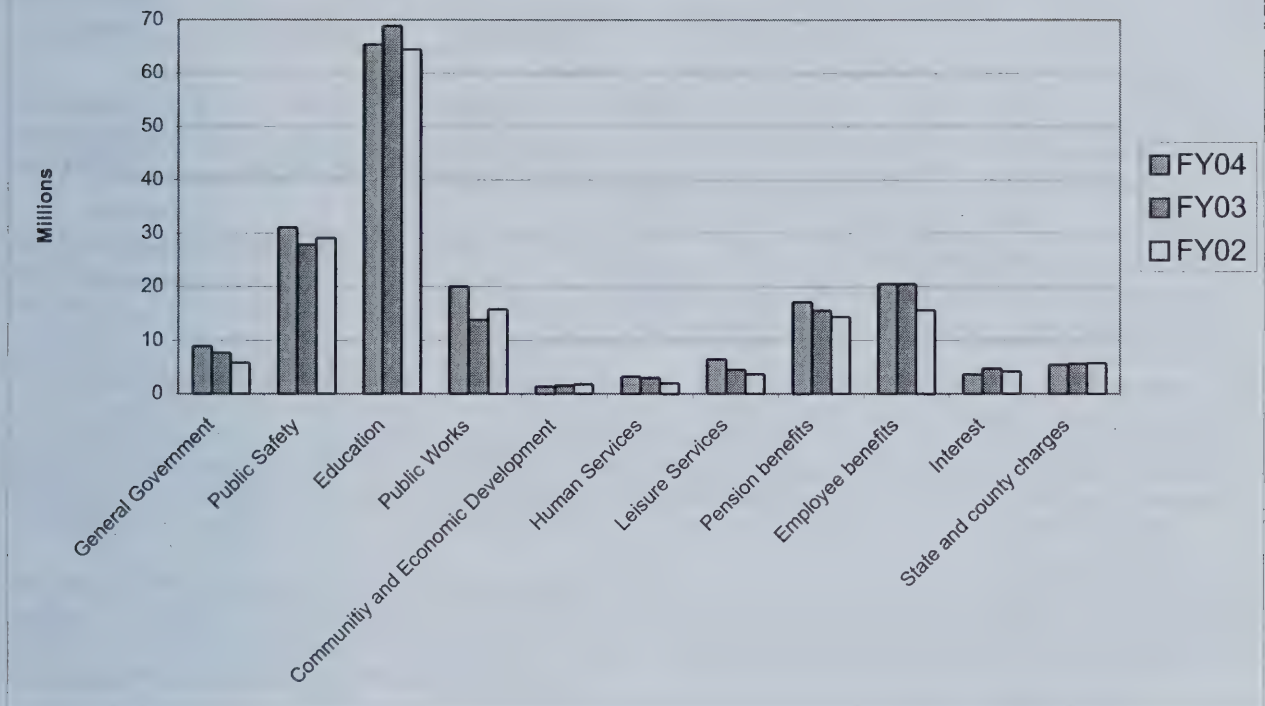
- ❖ A 6.1% increase in property tax revenue - 2.5% from recurring Proposition 2 ½ permitted increases and 3.6% from new additions to the tax rolls.
- ❖ Increases in charges for services revenues were offset by corresponding increases in expenses.
- ❖ \$8.0 in grants related to new capital projects that was used to acquire capital assets.

## Governmental Activities - Revenues





## Governmental Activities - Expenses



### General Fund Budgetary Highlights

There was very little change between the original budget and the final amended budget. The budgetary results mirrored the fund based results. The Town has elected to carryforward encumbrances and appropriations of \$16,827,358.

**Business-type Activities.** Business-type activities contributed \$1,470,491 in increased net assets for the year. Most of this increase, \$1,365,049, resulted from a favorable return from the newly created water and sewer enterprise operation. The remaining increase of \$105,442 came from the Putterham Golf Enterprises operations.

The following table identifies key elements of the enterprise operations:

## **Business-type Financial Highlights**

	<u>FY 2004 Business-type Activities</u>	<u>FY 2003 Business-type Activities</u>	<u>FY 2002 Business-type Activities</u>
<b>Assets:</b>			
Current assets.....	7,855,409	7,369,090	\$ 7,864,555
Capital assets.....	35,432,589	35,600,111	35,530,039
<b>Total assets.....</b>	<b>\$ 43,287,998</b>	<b>\$ 42,969,201</b>	<b>43,394,594</b>
<b>Liabilities:</b>			
Current liabilities (excluding debt).....	552,489	1,041,859	392,987
Noncurrent liabilities (excluding debt).....	117,785	116,294	114,780
Current debt.....	2,121,957	1,864,627	2,060,518
Noncurrent debt.....	16,740,746	17,661,891	19,306,518
<b>Total liabilities.....</b>	<b>19,532,977</b>	<b>20,684,671</b>	<b>21,874,803</b>
<b>Net Assets:</b>			
Capital assets net of related debt.....	16,569,886	16,073,593	14,163,003
Unrestricted.....	7,185,135	6,210,937	7,356,788
<b>Total net assets.....</b>	<b>23,755,021</b>	<b>22,284,530</b>	<b>21,519,791</b>
<b>Program revenues:</b>			
Charges for services.....	21,521,731	20,829,453	19,889,163
Operating grants and contributions.....	-	-	29,858
Capital grants and contributions.....	536,265	-	-
<b>Total revenues.....</b>	<b>22,057,996</b>	<b>20,829,453</b>	<b>19,919,021</b>
<b>Expenses:</b>			
Golf.....	926,019	1,016,535	864,689
Water and sewer.....	17,617,601	16,905,158	15,578,481
<b>Total expenses.....</b>	<b>18,543,620</b>	<b>17,921,693</b>	<b>16,443,170</b>
Transfers In/(Out).....	(2,043,885)	(2,143,021)	(2,209,240)
<b>Change in net assets.....</b>	<b>\$ 1,470,491</b>	<b>\$ 764,739</b>	<b>\$ 1,266,611</b>

### **Capital Asset and Debt Administration**

**Capital Assets.** The Town of Brookline's investment in capital assets for its governmental and business type activities as of June 30, 2004 amount to \$208,875,153 (net of depreciation). This investment in capital assets includes land, buildings, improvements to land and buildings, machinery and equipment, vehicles, roads, sidewalks, bridges and water and sewer lines. In FY2004 the Town completed its retroactive reporting of governmental infrastructure as allowed by GASB 34. This resulted in a beginning balance restatement that increased governmental net assets by \$5,421,581.

The total increase in the Town of Brookline's investment in capital assets for the current year was \$11,649,976, including \$6,361,284 for governmental activities and (\$132,309) for business-type activities. The Town's major capital projects relate to school renovations.

Major Capital asset events during the current fiscal year included the following:

- ❖ Over \$8,000,000 was spent, net of insurance proceeds, on the remodeling of the Lawrence School, a project begun in 1999.
- ❖ Over \$1,490,000 was spent on land improvements.
- ❖ Over \$700,000 was spent on water, sewer, wastewater system and surface drainage system construction and replacement.
- ❖ Approximately \$2,200,000 was spent on machinery and equipment.



**Town of Brookline's Capital Assets**  
(Net of Depreciation)

	Governmental Activities		Business –Type Activities		Total	
	2004	2003	2004	2003	2004	2003
Land	79,727	79,727			79,727	79,727
Construction in Progress	10,781,666				10,277,087	
Land Improvements	10,277,087	9,341,031	998,570	989,544	11,275,657	10,330,575
Buildings	128,607,756	132,312,421	3,157,268	3,246,876	131,765,024	135,559,297
Machinery and Equipment	9,746,373	10,030,300	970,067	1,086,625	10,716,440	11,116,925
Infrastructure	13,949,955	15,317,801	30,306,684	30,242,432	44,256,639	45,560,233
<b>Total</b>	<b>173,442,564</b>	<b>167,081,280</b>	<b>35,432,589</b>	<b>35,565,477</b>	<b>208,875,153</b>	<b>202,646,757</b>

**Long-term Debt.** At the end of the current fiscal year, the Town of Brookline had total bonded debt outstanding of \$111,880,435. The entire amount is classified as general obligation debt and is backed by the full faith and credit of the government. Of this amount, \$11,500,000 is in short term notes, and the remaining \$100,380,435 is in outstanding long-term debt. The Town has no revenue bonds outstanding, which are bonds secured solely by specified revenue sources. During fiscal 2004, the Town retired long term debt of \$16,295,518 and short term debt of \$3,000,000.

In order to take advantage of favorable interest rates, the Town issued \$8,480,000 of General Obligation Refunding Bonds at an interest rate of 3.22%. The Town has decreased its aggregate debt service payments by approximately \$588,000 and will experience an economic gain of approximately \$494,000. The proceeds were used to defease \$7,985,000 in bonds outstanding.

In addition to the refunding bonds, the Town of Brookline, issued \$6,200,000 in general obligation bonds and \$655,435 in MWRA bonds to finance several capital improvements. Included in these issues were the following:

- ❖ \$5,700,000 in general obligation bonds for school construction.
- ❖ \$500,000 in general obligation bonds for storm drains.
- ❖ \$655,435 in MWRA bonds for wastewater projects.

The enterprise funds have \$18,862,703 in outstanding bonds that is fully supported by the rates and do not rely on a general fund subsidy.

### Requests for Information

This financial report is designed to provide a general overview of the Town of Brookline's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Comptroller at Brookline Town Hall, 333 Washington Street, Brookline, Massachusetts 02146.

You are also invited to visit our website at <http://www.town.brookline.ma.us/>.

## ***Basic Financial Statements***



## STATEMENT OF NET ASSETS

JUNE 30, 2004

	<i>Primary Government</i>		
	Governmental Activities	Business-type Activities	Total
<b>ASSETS</b>			
<b>CURRENT:</b>			
Cash and short-term investments.....	\$ 75,506,686	\$ 2,114,600	\$ 77,621,286
Investments.....	6,975,369	-	6,975,369
Receivables, net of allowance for uncollectibles:			
Real estate and personal property taxes.....	1,218,348	-	1,218,348
Real estate tax deferrals.....	196,889	-	196,889
Tax liens.....	533,482	-	533,482
Motor vehicle excise taxes.....	242,868	-	242,868
User fees.....	151,872	-	151,872
Water and sewer fees.....	-	6,189,235	6,189,235
Departmental and other.....	3,933,680	-	3,933,680
Intergovernmental.....	6,512,160	-	6,512,160
Loans.....	440,812	-	440,812
Tax foreclosures.....	62,656	-	62,656
Internal balances.....	450,000	(450,000)	-
Other assets.....	487,383	-	487,383
Prepaid expenses.....	1,002,383	1,574	1,003,957
<b>NONCURRENT:</b>			
Intergovernmental.....	43,729,000	-	43,729,000
Capital assets, net of accumulated depreciation.....	173,442,564	35,432,589	208,875,153
<b>TOTAL ASSETS.....</b>	<b>314,886,152</b>	<b>43,287,998</b>	<b>358,174,150</b>
<b>LIABILITIES</b>			
<b>CURRENT:</b>			
Warrants payable.....	5,664,446	126,565	5,791,011
Accrued liabilities.....	1,109,031	-	1,109,031
Accrued payroll.....	1,110,455	-	1,110,455
Health claims payable.....	2,200,000	-	2,200,000
Tax refunds payable.....	2,412,000	-	2,412,000
Accrued interest.....	800,148	146,519	946,667
Abandoned property.....	5,997	-	5,997
Other liabilities.....	1,584,198	-	1,584,198
Customer deposits payable.....	520,015	-	520,015
Capital lease obligations.....	195,243	-	195,243
Compensated absences.....	4,681,445	279,405	4,960,850
Workers' compensation.....	1,182,000	-	1,182,000
Bonds and notes payable.....	17,999,130	2,121,957	20,121,087
<b>NONCURRENT:</b>			
Capital lease obligations.....	199,008	-	199,008
Landfill closure.....	9,412,000	-	9,412,000
Compensated absences.....	3,331,306	117,785	3,449,091
Workers' compensation.....	1,814,000	-	1,814,000
Bonds and notes payable.....	75,018,602	16,740,746	91,759,348
<b>TOTAL LIABILITIES.....</b>	<b>129,239,024</b>	<b>19,532,977</b>	<b>148,772,001</b>
<b>NET ASSETS</b>			
Invested in capital assets, net of related debt.....	125,270,581	16,569,886	141,840,467
Restricted for:			
Loans.....	440,812	-	440,812
Permanent funds:			
Expendable.....	3,449,500	-	3,449,500
Nonexpendable.....	835,610	-	835,610
Other purposes.....	17,715,915	-	17,715,915
Unrestricted.....	37,934,710	7,185,135	45,119,845
<b>TOTAL NET ASSETS.....</b>	<b>\$ 185,647,128</b>	<b>\$ 23,755,021</b>	<b>\$ 209,402,149</b>

See notes to basic financial statements.

# STATEMENT OF ACTIVITIES

FISCAL YEAR ENDED JUNE 30, 2004

Functions/Programs	Expenses	Program Revenues			
		Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	Net (Expense) Revenue
<b>Primary Government:</b>					
<i>Governmental Activities:</i>					
General government.....	\$ 8,974,389	\$ 3,379,824	\$ 147,755	\$ -	\$ (5,446,810)
Public safety.....	31,182,998	8,184,569	476,914	-	(22,521,515)
Education.....	65,445,062	6,858,234	12,316,205	7,837,000	(38,433,623)
Public works.....	20,060,524	2,552,959	544,300	-	(16,963,265)
Community and economic development....	1,420,252	-	2,661,562	-	1,241,310
Human services.....	3,278,892	11,455	654,316	-	(2,613,121)
Leisure services.....	6,467,153	1,288,952	101,601	180,139	(4,896,461)
Pension benefits.....	17,123,869	-	7,884,000	-	(9,239,869)
Property and liability insurance.....	457,000	-	-	-	(457,000)
Fringe benefits.....	20,568,318	3,778,707	-	-	(16,789,611)
Interest.....	3,635,472	-	1,714,791	-	(1,920,681)
State and county charges.....	5,460,231	-	-	-	(5,460,231)
Total Governmental Activities.....	184,074,160	26,054,700	26,501,444	8,017,139	(123,500,877)
<i>Business-Type Activities:</i>					
Golf.....	926,019	1,168,977	-	-	242,958
Water and sewer.....	17,617,601	20,352,754	-	536,265	3,271,418
Total Business-Type Activities.....	18,543,620	21,521,731	-	536,265	3,514,376
Total Primary Government.....	\$ 202,617,780	\$ 47,576,431	\$ 26,501,444	\$ 8,553,404	\$ (119,986,501)

See notes to basic financial statements.

(Continued)



# STATEMENT OF ACTIVITIES (Continued)

FISCAL YEAR ENDED JUNE 30, 2004

	Primary Government		
	Governmental Activities	Business-Type Activities	Total
<b>Changes in net assets:</b>			
Net (expense) revenue from previous page.....	\$ (123,500,877)	\$ 3,514,376	\$ (119,986,501)
<i>General revenues:</i>			
Real estate and personal property taxes, net of tax refunds payable.....	114,633,777	-	114,633,777
Motor vehicle and other excise taxes.....	5,083,769	-	5,083,769
Hotel/motel tax.....	603,576	-	603,576
Penalties and interest on taxes.....	417,885	-	417,885
Payments in lieu of taxes.....	1,016,388	-	1,016,388
Grants and contributions not restricted to specific programs.....	7,541,759	-	7,541,759
Unrestricted investment income.....	1,341,412	-	1,341,412
Miscellaneous.....	512,960	-	512,960
<i>Transfers, net</i> .....	2,043,885	(2,043,885)	-
Total general revenues and transfers.....	133,195,411	(2,043,885)	131,151,526
Change in net assets.....	9,694,534	1,470,491	11,165,025
<i>Net Assets:</i>			
Beginning of year (as restated).....	175,952,594	22,284,530	198,237,124
End of year.....	\$ 185,647,128	\$ 23,755,021	\$ 209,402,149

(Concluded)

**GOVERNMENTAL FUNDS  
BALANCE SHEET**

JUNE 30, 2004

	General	Lawrence School & Longwood Playground Renovations	Nonmajor Governmental Funds	Total Governmental Funds
<b>ASSETS</b>				
Cash and short-term investments.....	\$ 43,935,181	\$ 5,781,579	\$ 21,987,505	\$ 71,704,265
Investments.....	-	-	3,790,261	3,790,261
Receivables, net of uncollectibles:				
Real estate and personal property taxes.....	1,218,348	-	-	1,218,348
Real estate tax deferrals.....	196,889	-	-	196,889
Tax liens.....	533,482	-	-	533,482
Motor vehicle excise taxes.....	242,868	-	-	242,868
User fees.....	151,872	-	-	151,872
Departmental and other.....	3,199,909	-	733,771	3,933,680
Intergovernmental.....	45,690,000	-	4,551,160	50,241,160
Loans.....	-	-	440,812	440,812
Due from other funds.....	450,000	-	-	450,000
Tax foreclosures.....	62,656	-	-	62,656
Other assets.....	487,383	-	-	487,383
Prepaid expenses.....	-	-	27,383	27,383
<b>TOTAL ASSETS.....</b>	<b>\$ 96,168,588</b>	<b>\$ 5,781,579</b>	<b>\$ 31,530,892</b>	<b>\$ 133,481,059</b>
<b>LIABILITIES AND FUND BALANCES</b>				
<b>LIABILITIES:</b>				
Warrants payable.....	\$ 2,382,382	\$ 2,273,824	\$ 342,830	\$ 4,999,036
Accrued liabilities.....	855,636	-	2,759	858,395
Accrued payroll.....	1,039,011	-	71,444	1,110,455
Tax refunds payable.....	2,412,000	-	-	2,412,000
Liabilities due depositors.....	520,015	-	-	520,015
Abandoned property.....	-	-	5,997	5,997
Other liabilities.....	976,888	-	36,001	1,012,889
Deferred revenues.....	51,681,934	-	4,918,051	56,599,985
Notes payable.....	-	11,500,000	-	11,500,000
<b>TOTAL LIABILITIES.....</b>	<b>59,867,866</b>	<b>13,773,824</b>	<b>5,377,082</b>	<b>79,018,772</b>
<b>FUND BALANCES:</b>				
Reserved for:				
Encumbrances and continuing appropriations.....	16,996,997	-	-	16,996,997
Loans.....	-	-	440,812	440,812
Perpetual permanent funds.....	-	-	835,610	835,610
Unreserved:				
Designated for subsequent year's expenditures.....	6,966,241	-	-	6,966,241
Undesignated, reported in:				
General fund.....	12,337,484	-	-	12,337,484
Special revenue funds.....	-	-	17,376,220	17,376,220
Capital projects funds.....	-	(7,992,245)	4,051,668	(3,940,577)
Permanent funds.....	-	-	3,449,500	3,449,500
<b>TOTAL FUND BALANCES.....</b>	<b>36,300,722</b>	<b>(7,992,245)</b>	<b>26,153,810</b>	<b>54,462,287</b>
<b>TOTAL LIABILITIES AND FUND BALANCES.....</b>	<b>\$ 96,168,588</b>	<b>\$ 5,781,579</b>	<b>\$ 31,530,892</b>	<b>\$ 133,481,059</b>

See notes to basic financial statements.



**RECONCILIATION OF THE GOVERNMENTAL FUNDS BALANCE SHEET  
TOTAL FUND BALANCES TO THE STATEMENT OF NET ASSETS**

FISCAL YEAR ENDED JUNE 30, 2004

Total governmental fund balances.....	\$ 54,462,287
Capital assets (net) used in governmental activities are not financial resources and, therefore, are not reported in the funds.....	173,442,564
Accounts receivable are not available to pay for current-period expenditures and, therefore, are deferred in the funds.....	56,599,986
Internal service funds are used by management to account for liability, health insurance and workers' compensation activities.	
The assets and liabilities of the internal service funds are included in the governmental activities in the statement of net assets.....	1,279,173
In the statement of activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due.....	(800,148)
Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the governmental funds	
Bonds and notes payable.....	(81,517,732)
Capital lease obligations.....	(394,251)
Landfill closure.....	(9,412,000)
Compensated absences.....	(8,012,751)
Net effect of reporting long-term liabilities.....	(99,336,734)
Net assets of governmental activities.....	<u>\$ 185,647,128</u>

See notes to basic financial statements.

**GOVERNMENTAL FUNDS**  
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FISCAL YEAR ENDED JUNE 30, 2004

	General	Lawrence School & Longwood Playground Renovations	Nonmajor Governmental Funds	Total Governmental Funds
<b>REVENUES:</b>				
Real estate and personal property taxes, net of tax refunds.....	\$ 113,437,869	\$ -	\$ -	\$ 113,437,869
Motor vehicle and other excise taxes.....	5,038,714	-	-	5,038,714
Hotel/motel tax.....	603,576	-	-	603,576
Charges for services.....	3,815,313	-	-	3,815,313
Penalties and interest on taxes.....	417,885	-	-	417,885
Payments in lieu of taxes.....	1,016,388	-	-	1,016,388
Licenses and permits.....	3,145,966	-	-	3,145,966
Fines and forfeitures.....	3,957,036	-	-	3,957,036
Intergovernmental.....	24,294,301	-	9,656,342	33,950,643
Departmental and other.....	159,613	-	7,829,600	7,989,213
Contributions.....	-	-	1,648,748	1,648,748
Investment income.....	737,181	-	457,831	1,195,012
<b>TOTAL REVENUES.....</b>	<b>156,623,842</b>	<b>-</b>	<b>19,592,521</b>	<b>176,216,363</b>
<b>EXPENDITURES:</b>				
Current:				
General government.....	8,278,131	-	243,410	8,521,541
Public safety.....	28,230,721	-	819,033	29,049,754
Education.....	54,524,627	11,053,583	11,195,126	76,773,336
Public works.....	15,086,810	-	152,303	15,239,113
Community and economic development.....	-	-	1,420,252	1,420,252
Human services.....	1,943,539	-	1,100,585	3,044,124
Leisure services.....	4,655,663	-	1,140,478	5,796,141
Pension benefits.....	17,123,869	-	-	17,123,869
Fringe benefits.....	17,151,762	-	25,891	17,177,653
State and county charges.....	5,460,231	-	-	5,460,231
Debt service:				
Principal.....	6,257,712	-	-	6,257,712
Interest.....	4,122,420	-	-	4,122,420
<b>TOTAL EXPENDITURES.....</b>	<b>162,835,485</b>	<b>11,053,583</b>	<b>16,097,078</b>	<b>189,986,146</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES.....</b>	<b>(6,211,643)</b>	<b>(11,053,583)</b>	<b>3,495,443</b>	<b>(13,769,783)</b>
<b>OTHER FINANCING SOURCES (USES):</b>				
Proceeds from bonds and notes.....	-	3,000,000	2,700,000	5,700,000
Proceeds from refunding bonds.....	4,183,468	-	-	4,183,468
Premium from issuance of bonds, net of expenditures...	138,739	-	-	138,739
Payments to refunded bond escrow agent.....	(4,253,642)	-	-	(4,253,642)
Insurance recovery.....	-	2,662,168	-	2,662,168
Transfers in.....	4,906,892	-	349,782	5,256,674
Transfers out.....	(349,782)	-	(2,863,007)	(3,212,789)
<b>TOTAL OTHER FINANCING SOURCES (USES).....</b>	<b>4,625,675</b>	<b>5,662,168</b>	<b>186,775</b>	<b>10,474,618</b>
<b>NET CHANGE IN FUND BALANCES.....</b>	<b>(1,585,968)</b>	<b>(5,391,415)</b>	<b>3,682,218</b>	<b>(3,295,165)</b>
<b>FUND BALANCES AT BEGINNING OF YEAR.....</b>	<b>37,886,690</b>	<b>(2,600,830)</b>	<b>22,471,592</b>	<b>57,757,452</b>
<b>FUND BALANCES AT END OF YEAR.....</b>	<b>\$ 36,300,722</b>	<b>\$ (7,992,245)</b>	<b>\$ 26,153,810</b>	<b>\$ 54,462,287</b>

See notes to basic financial statements.



**RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES,  
AND CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS  
TO THE STATEMENT OF ACTIVITIES**

FISCAL YEAR ENDED JUNE 30, 2004

Net change in fund balances - total governmental funds.....	\$ (3,295,165)
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Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense.

Capital outlay.....	15,405,012
Depreciation expense.....	<u>(9,043,728)</u>
Net effect of reporting capital assets.....	6,361,284

Revenues in the Statement of Activities that do not provide current financial resources are fully deferred in the Statement of Revenues, Expenditures and Changes in Fund Balances. Therefore, the recognition of revenue for various types of accounts receivable (i.e., real estate and personal property, motor vehicle excise, etc.) differ between the two statements. This amount represents the net change in deferred revenue..... 8,829,455

The issuance of long-term debt (e.g., bonds and leases) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the financial resources of governmental funds. Neither transaction, however, has any effect on net assets. Also, governmental funds report the effect of premiums, discounts, and similar items when debt is first issued, whereas these amounts are deferred and amortized in the Statement of Activities.

Capital lease financing.....	(394,251)
Proceeds from bonds and notes.....	(5,700,000)
Proceeds from refunding bonds.....	(4,183,468)
Payments to refunding bond escrow agent.....	4,253,642
Deferred charges on refunding.....	(378,642)
Debt service principal payments.....	<u>6,257,712</u>
Net effect of reporting long-term debt.....	(145,007)

Some expenses reported in the Statement of Activities do not require the use of current financial resources and, therefore, are not reported as expenditures in the governmental funds.

Net change in compensated absences accrual.....	(2,430,041)
Net change in accrued interest on long-term debt.....	818,566
Net change in landfill accrual.....	<u>(522,000)</u>
Net effect of recording long-term liabilities and amortizing deferred losses.....	<u>(2,133,475)</u>

Internal service funds are used by management to account for health insurance and workers' compensation activities.

The net activity of internal service funds is reported with Governmental Activities.....	<u>77,442</u>
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Change in net assets of governmental activities.....	\$ <u><u>9,694,534</u></u>
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See notes to basic financial statements.

**PROPRIETARY FUNDS**  
**STATEMENT OF NET ASSETS**

JUNE 30, 2004

	Business-type Activities - Enterprise Funds			Governmental Activities - Internal Service Funds
	Water & Sewer	Golf Course	Total	
<b>ASSETS</b>				
<b>CURRENT:</b>				
Cash and short-term investments.....	\$ 2,116,206	\$ (1,606)	\$ 2,114,600	\$ 3,802,421
Investments.....	-	-	-	3,185,108
Receivables, net of allowance for uncollectibles:				
Water and sewer fees.....	6,189,235	-	6,189,235	-
Internal balances.....	-	(450,000)	(450,000)	-
Prepaid expenses.....	1,574	-	1,574	975,000
Total current assets.....	8,307,015	(451,606)	7,855,409	7,962,529
<b>NONCURRENT:</b>				
Capital assets, net of accumulated depreciation.....	33,238,357	2,194,232	35,432,589	-
<b>TOTAL ASSETS.....</b>	<b>41,545,372</b>	<b>1,742,626</b>	<b>43,287,998</b>	<b>7,962,529</b>
<b>LIABILITIES</b>				
<b>CURRENT:</b>				
Warrants payable.....	118,562	8,003	126,565	665,411
Accrued liabilities.....	-	-	-	250,636
Health claims payable.....	-	-	-	2,200,000
Accrued interest.....	139,974	6,545	146,519	-
Other liabilities.....	-	-	-	571,309
Compensated absences.....	267,737	11,668	279,405	-
Workers' compensation.....	-	-	-	1,182,000
Bonds and notes payable.....	1,962,871	159,086	2,121,957	-
Total current liabilities.....	2,489,144	185,302	2,674,446	4,869,356
<b>NONCURRENT:</b>				
Compensated absences.....	113,082	4,703	117,785	-
Workers' compensation.....	-	-	-	1,814,000
Bonds and notes payable.....	15,573,545	1,167,201	16,740,746	-
Total noncurrent liabilities.....	15,686,627	1,171,904	16,858,531	1,814,000
<b>TOTAL LIABILITIES.....</b>	<b>18,175,771</b>	<b>1,357,206</b>	<b>19,532,977</b>	<b>6,683,356</b>
<b>NET ASSETS</b>				
Invested in capital assets, net of related debt.....	15,701,941	867,945	16,569,886	-
Unrestricted.....	7,667,660	(482,525)	7,185,135	1,279,173
<b>TOTAL NET ASSETS.....</b>	<b>\$ 23,369,601</b>	<b>\$ 385,420</b>	<b>\$ 23,755,021</b>	<b>\$ 1,279,173</b>

See notes to basic financial statements.



**PROPRIETARY FUNDS**  
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

FISCAL YEAR ENDED JUNE 30, 2004

	Business-type Activities - Enterprise Funds			Governmental Activities - Internal Service Funds
	Water & Sewer	Golf Course	Total	
<b>OPERATING REVENUES:</b>				
Employee contributions .....	\$ -	\$ -	\$ -	\$ 3,566,896
Employer contributions .....	-	-	-	11,963,963
Charges for services .....	20,280,679	1,168,977	21,449,656	-
Other.....	-	-	-	211,811
<b>TOTAL OPERATING REVENUES .....</b>	<b>20,280,679</b>	<b>1,168,977</b>	<b>21,449,656</b>	<b>15,742,670</b>
<b>OPERATING EXPENSES:</b>				
Cost of services and administration .....	15,946,420	818,595	16,765,015	-
Depreciation.....	859,795	69,276	929,071	-
Building insurance.....	-	-	-	457,000
Employee benefits .....	-	-	-	15,354,628
<b>TOTAL OPERATING EXPENSES .....</b>	<b>16,806,215</b>	<b>887,871</b>	<b>17,694,086</b>	<b>15,811,628</b>
<b>OPERATING INCOME (LOSS).....</b>	<b>3,474,464</b>	<b>281,106</b>	<b>3,755,570</b>	<b>(68,958)</b>
<b>NONOPERATING REVENUES (EXPENSES):</b>				
Investment income.....	-	-	-	146,400
Interest expense.....	(811,386)	(38,148)	(849,534)	-
Intergovernmental.....	536,265	-	536,265	-
Premium from issuance bonds, net of expenditures..	72,075	-	72,075	-
<b>TOTAL NONOPERATING REVENUES (EXPENSES), NET.....</b>	<b>(203,046)</b>	<b>(38,148)</b>	<b>(241,194)</b>	<b>146,400</b>
<b>INCOME (LOSS) BEFORE OPERATING TRANSFERS.....</b>	<b>3,271,418</b>	<b>242,958</b>	<b>3,514,376</b>	<b>77,442</b>
<b>OPERATING TRANSFERS:</b>				
Transfers in.....	304,449	-	304,449	-
Transfers out.....	(2,210,818)	(137,516)	(2,348,334)	-
<b>TOTAL OPERATING TRANSFERS.....</b>	<b>(1,906,369)</b>	<b>(137,516)</b>	<b>(2,043,885)</b>	<b>-</b>
<b>CHANGE IN NET ASSETS.....</b>	<b>1,365,049</b>	<b>105,442</b>	<b>1,470,491</b>	<b>77,442</b>
<b>NET ASSETS AT BEGINNING OF YEAR.....</b>	<b>22,004,552</b>	<b>279,978</b>	<b>22,284,530</b>	<b>1,201,731</b>
<b>NET ASSETS AT END OF YEAR.....</b>	<b>\$ 23,369,601</b>	<b>\$ 385,420</b>	<b>\$ 23,755,021</b>	<b>\$ 1,279,173</b>

See notes to basic financial statements.

**PROPRIETARY FUNDS**  
**STATEMENT OF CASH FLOWS**

FISCAL YEAR ENDED JUNE 30, 2004

	Business-type Activities - Enterprise Funds			Governmental Activities - Internal Service Funds
	Water & Sewer	Golf Course	Total	
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>				
Receipts from customers and users.....	\$ 19,543,754	\$ 1,168,977	\$ 20,712,731	\$ -
Receipts from interfund services provided.....	-	-	-	3,795,740
Payments to vendors.....	(14,234,814)	(716,848)	(14,951,662)	(15,163,616)
Payments to employees.....	(1,887,610)	(169,680)	(2,057,290)	-
Payments for interfund services used.....	-	-	-	11,946,930
<b>NET CASH FROM OPERATING ACTIVITIES.....</b>	<b>3,421,330</b>	<b>282,449</b>	<b>3,703,779</b>	<b>579,054</b>
<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:</b>				
Transfers in.....	304,449	-	304,449	-
Transfers out.....	(2,210,818)	(137,516)	(2,348,334)	-
Intergovernmental.....	536,265	-	536,265	-
<b>NET CASH FROM NONCAPITAL FINANCING ACTIVITIES.....</b>	<b>(1,370,104)</b>	<b>(137,516)</b>	<b>(1,507,620)</b>	<b>-</b>
<b>CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES:</b>				
Proceeds from the issuance of bonds and notes.....	1,341,967	-	1,341,967	-
Premium from the issuance of bonds and notes.....	72,075	-	72,075	-
Acquisition and construction of capital assets.....	(730,305)	(65,880)	(796,185)	-
Principal payments on bonds and notes.....	(1,852,069)	(178,695)	(2,030,764)	-
Interest expense.....	(1,020,982)	(39,450)	(1,060,432)	-
<b>NET CASH FROM CAPITAL AND RELATED FINANCING ACTIVITIES.....</b>	<b>(2,189,314)</b>	<b>(284,025)</b>	<b>(2,473,339)</b>	<b>-</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>				
Purchase of investments.....	-	-	-	(3,185,108)
Investment income.....	-	-	-	146,400
<b>NET CASH FROM INVESTING ACTIVITIES.....</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(3,038,708)</b>
<b>NET CHANGE IN CASH AND SHORT-TERM INVESTMENTS.....</b>	<b>(138,088)</b>	<b>(139,092)</b>	<b>(277,180)</b>	<b>(2,459,654)</b>
<b>CASH AND SHORT-TERM INVESTMENTS AT BEGINNING OF YEAR.....</b>	<b>2,254,294</b>	<b>137,486</b>	<b>2,391,780</b>	<b>6,262,075</b>
<b>CASH AND SHORT-TERM INVESTMENTS AT END OF YEAR.....</b>	<b>\$ 2,116,206</b>	<b>\$ (1,606)</b>	<b>\$ 2,114,600</b>	<b>\$ 3,802,421</b>
<b>RECONCILIATION OF OPERATING INCOME (LOSS) TO NET CASH FROM OPERATING ACTIVITIES:</b>				
Operating income (loss).....	\$ 3,474,464	\$ 281,106	\$ 3,755,570	\$ (68,958)
Adjustments to reconcile operating income (loss) to net cash from operating activities:				
Depreciation.....	859,795	69,276	929,071	-
Changes in assets and liabilities:				
Charges for services receivable.....	(736,925)	-	(736,925)	-
Prepaid expenses.....	(1,574)	-	(1,574)	-
Warrants payable.....	(309,276)	(74,343)	(383,619)	(710,856)
Accrued liabilities.....	-	-	-	250,636
Health claims payable.....	-	-	-	500,000
Other liabilities.....	-	-	-	366,232
Accrued compensated absences.....	134,846	6,410	141,256	-
Workers' compensation.....	-	-	-	242,000
<b>Total adjustments.....</b>	<b>(53,134)</b>	<b>1,343</b>	<b>(51,791)</b>	<b>648,012</b>
<b>NET CASH FROM OPERATING ACTIVITIES.....</b>	<b>\$ 3,421,330</b>	<b>\$ 282,449</b>	<b>\$ 3,703,779</b>	<b>\$ 579,054</b>

See notes to basic financial statements.



**FIDUCIARY FUNDS**  
**STATEMENT OF FIDUCIARY NET ASSETS**

JUNE 30, 2004

	Pension Trust Fund (as of December 31, 2003)	Private Purpose Trust Funds	Agency Funds
<b>ASSETS</b>			
<b>CURRENT:</b>			
Cash and short-term investments.....	\$ 19,605,674	\$ 1,571,570	\$ 33,825
Investments.....	162,726,641	2,453,511	-
Interest and dividends.....	449,145	-	-
Receivables, net of allowance for uncollectibles:			
Departmental and other.....	353,718	-	32,918
<b>TOTAL ASSETS.....</b>	<b>183,135,178</b>	<b>4,025,081</b>	<b>66,743</b>
<b>LIABILITIES</b>			
Warrants payable.....	15,170,059	196	-
Accrued liabilities.....	-	163,084	-
Other liabilities.....	-	-	66,743
<b>TOTAL LIABILITIES.....</b>	<b>15,170,059</b>	<b>163,280</b>	<b>66,743</b>
<b>NET ASSETS</b>			
Held in trust for pension benefits and other purposes.....	\$ 167,965,119	\$ 3,861,801	\$ -

See notes to basic financial statements.

**FIDUCIARY FUNDS**  
**STATEMENT OF CHANGES IN FIDUCIARY NET ASSETS**

FISCAL YEAR ENDED JUNE 30, 2004

	Pension Trust Fund (as of December 31, 2003)	Private Purpose Trust Funds
<b>ADDITIONS:</b>		
Contributions:		
Employer.....	\$ 9,310,000	\$ -
Employee.....	4,348,761	-
Private donations.....	-	55,231
Total contributions.....	13,658,761	55,231
Net investment income (loss):		
Net change in fair value of investments.....	25,798,216	-
Investment and dividends.....	2,647,198	246,584
Dividends.....	-	-
Total investment income (loss).....	28,445,414	246,584
Less: investment expense.....	(328,048)	-
Net investment income (loss).....	28,117,366	246,584
Intergovernmental.....	28,933	-
Transfers from other systems.....	439,988	-
TOTAL ADDITIONS.....	42,245,048	301,815
<b>DEDUCTIONS:</b>		
Administration.....	279,298	-
Transfers to other systems.....	714,557	-
Retirement benefits and refunds.....	15,750,932	-
Educational scholarships.....	-	164,858
TOTAL DEDUCTIONS.....	16,744,787	164,858
CHANGE IN NET ASSETS.....	25,500,261	136,957
NET ASSETS AT BEGINNING OF YEAR.....	142,464,858	3,724,844
NET ASSETS AT END OF YEAR.....	\$ 167,965,119	\$ 3,861,801

See notes to basic financial statements.



**NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The accompanying basic financial statements of the Town of Brookline, Massachusetts (the Town) have been prepared in accordance with accounting principles generally accepted in the United States of America (GAAP). The Governmental Accounting Standards Board (GASB) is the recognized standard-setting body for establishing governmental accounting and financial reporting principles. The significant Town accounting policies are described herein.

**A. Reporting Entity**

The Town was founded in 1630 as a part of Boston and was incorporated in 1705 under the Statutes of the Commonwealth of Massachusetts. The Town operates under a representative Town Meeting form of government and provides the following services to the residents of its community: administrative, public safety, public works, education, community development, water and sewer, health, elder and recreation.

The Town of Brookline is a municipal corporation that is governed by an elected Board of Selectmen.

For financial reporting purposes, the Town has included all funds, organizations, account groups, agencies, boards, commissions and institutions. The Town has also considered all potential component units for which it is financially accountable as well as other organizations for which the nature and significance of their relationship with the Town are such that exclusion would cause the basic financial statements to be misleading or incomplete. As required by GAAP, these basic financial statements present the Town (the primary government) and its component units. One entity has been included as a component unit in the reporting entity, because of the significance of its operational and/or financial relationship.

*Blended Component Units* – Blended component units are entities that are legally separate from the Town, but are so related that they are, in substance, the same as the Town or entities providing services entirely or almost entirely for the benefit of the Town. The following component unit is blended within the primary government:

In the Fiduciary Funds:

- (1) The Brookline Contributory Retirement System (the System) was established to provide retirement benefits to Town employees, the Brookline Housing Authority employees, and their beneficiaries. The System is governed by a five-member board comprised of the Town Comptroller (ex-officio), an appointee of the Board, two members elected by the System's participants and one member appointed by the other four Board members. The System is presented using the accrual basis of accounting and is reported as a Pension Trust Fund in the fiduciary fund financial statements.

**Availability of Financial Information for Component Units**

The System did not issue a separate audited financial statement. The System issues a publicly available unaudited financial report in accordance with guidelines established by the Commonwealth of Massachusetts' (Commonwealth) Public Employee Retirement Administration Commission (PERAC). That report may be obtained by contacting the System located at Brookline Town Hall.

*Joint Ventures* – The Town is a member of the Massachusetts Water Resources Authority (MWRA), a joint venture with other Massachusetts governmental entities that was organized to provide water and sewer services to the respective members' Cities, Towns and Districts. Complete financial statements for the MWRA can be obtained directly from their administrative office located at 100 First Avenue, Boston, Massachusetts 02189.

The Town is also a member of the Massachusetts Bay Transportation Authority (MBTA), a joint venture with other Massachusetts governmental entities that was organized to provide public transportation services to the respective members' Cities, Towns and Districts. Complete financial statements for the MBTA can be obtained directly from their administrative office located at 10 Park Plaza, Boston, Massachusetts 02116.

## B. Government-Wide and Fund Financial Statements

### *Government-Wide Financial Statements*

The government-wide financial statements (i.e., statement of net assets and the statement of changes in net assets) report information on all of the non-fiduciary activities of the primary government and its component units. *Governmental activities*, which are primarily supported by taxes and intergovernmental revenues, are reported separately from *business-type activities*, which are supported primarily by user fees and charges.

### *Fund Financial Statements*

Separate financial statements are provided for governmental funds, proprietary funds, and fiduciary funds, even though fiduciary funds are excluded from the government-wide financial statements. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements. Nonmajor funds are aggregated and displayed in a single column.

#### *Major Fund Criteria*

Major funds must be reported if the following criteria are met:

- If the total assets, liabilities, revenues, or expenditures/expenses of an individual governmental or enterprise fund are at least 10 percent of the corresponding element (assets, liabilities, etc.) for all funds of that category or type (total governmental or total enterprise funds), *and*
- If the total assets, liabilities, revenues, or expenditures/expenses of the individual governmental fund or enterprise fund are at least 5 percent of the corresponding element for all governmental and enterprise funds combined.

Additionally, any other governmental or enterprise fund that management believes is particularly significant to the basic financial statements may be reported as a major fund.

Internal service funds and fiduciary funds are reported by fund type.

## C. Measurement Focus, Basis of Accounting and Financial Statement Presentation

### *Government-Wide Financial Statements*

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred. Real estate and personal property taxes are recognized as revenues in the fiscal year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.



The statement of activities demonstrates the degree to which the direct expenses of a particular function or segment are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment.

Program revenues include the following:

- Charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment.
- Grants and contributions that are restricted to meeting the operational requirements of a particular function or segment.
- Grants and contributions that are restricted to meeting the capital requirements of a particular function or segment.

Taxes and other items not identifiable as program revenues are reported as general revenues.

For the most part, the effect of interfund activity has been removed from the government-wide financial statements. Exceptions are charges between the general fund and enterprise funds. Elimination of these charges would distort the direct costs and program revenues reported for the functions affected.

#### *Fund Financial Statements*

**Governmental** fund financial statements are reported using the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred, except for unmatured interest on general long-term debt which is recognized when due, and certain compensated absences, claims and judgments which are recognized when the obligations are expected to be liquidated with current expendable available resources.

Real estate and personal property tax revenues are considered available if they are collected by fiscal year end. Investment income is susceptible to accrual. Other receipts and tax revenues become measurable and available when the cash is received and are recognized as revenue at that time.

Entitlements and shared revenues are recorded at the time of receipt or earlier if the susceptible to accrual criteria is met. Expenditure driven grants recognize revenue when the qualifying expenditures are incurred and all other grant requirements are met.

The following major governmental funds are reported:

The *general fund* is the primary operating fund. It is used to account for all financial resources, except those that are required to be accounted for in another fund.

The *Lawrence School and Longwood Playground Renovation Fund capital projects fund* is used to account for financial resources to expand and upgrade the school facilities and related playground.

The nonmajor governmental funds consist of other special revenue, capital projects and permanent funds that are aggregated and presented in the *nonmajor governmental funds* column on the governmental funds financial statements. The following describes the general use of these fund types:

The *special revenue fund* is used to account for the proceeds of specific revenue sources (other than permanent funds or capital projects funds) that are restricted by law or administrative action to expenditures for specified purposes.

The *capital projects fund* is used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Enterprise Funds).

The *permanent fund* is used to account for financial resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the governmental programs.

**Proprietary** fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred.

Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with the proprietary funds principal ongoing operations. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

The following major proprietary funds are reported:

The *water & sewer enterprise fund* is used to account for the water and sewer activities.

The *golf enterprise fund* is used to account for the Town's golf course activities.

Additionally, the following proprietary fund type is reported:

The *internal service fund* is used to account for the financing of services provided by one department to other departments or governmental units. This fund is used to account for risk financing activities related to health insurance, workers' compensation and municipal building insurance.

**Fiduciary** fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Fiduciary funds are used to account for assets held in a trustee capacity for others that cannot be used to support the governmental programs.

The following fiduciary fund types are reported:

The *pension trust fund* is used to account for the activities of the System, which accumulates resources to provide pension benefits to eligible retirees and their beneficiaries.

The *private-purpose trust fund* is used to account for trust arrangements, other than those properly reported in the pension trust fund or permanent fund, under which principal and investment income exclusively benefit individuals, private organizations, or other governments.

The *agency fund* is used to account for assets held in a purely custodial capacity.



*Government-Wide and Fund Financial Statements*

For the government-wide financial statements, and proprietary and fiduciary fund accounting, all applicable Financial Accounting Standards Board (FASB) pronouncements issued on or prior to November 30, 1989, are applied, unless those pronouncements conflict with or contradict GASB pronouncements.

D. Cash and Investments*Government-Wide and Fund Financial Statements*

Cash and cash equivalents are considered to be cash on hand, demand deposits and short-term investments with an original maturity of three months or less from the date of acquisition. Investments are carried at fair value.

E. Accounts Receivable*Government-Wide and Fund Financial Statements*

The recognition of revenue related to accounts receivable reported in the government-wide financial statements and the proprietary funds and fiduciary funds financial statements are reported under the accrual basis of accounting. The recognition of revenue related to accounts receivable reported in the governmental funds financial statements are reported under the modified accrual basis of accounting.

***Real Estate, Personal Property Taxes and Tax Liens***

Real estate and personal property taxes are levied and based on values assessed on January 1<sup>st</sup> of every year. Assessed values are established by the Board of Assessor's for 100% of the estimated fair market value. Taxes are due on August 1<sup>st</sup>, November 1<sup>st</sup>, February 1<sup>st</sup> and May 1<sup>st</sup> and are subject to penalties and interest if they are not paid by the respective due date. Real estate and personal property taxes levied are recorded as receivables in the fiscal year of the levy.

Real estate receivables are secured via the tax lien process and are considered 100% collectible. Accordingly, an allowance for uncollectibles is not reported.

Personal property taxes cannot be secured through the lien process. The allowance of uncollectibles is estimated based on historical trends and specific account analysis.

***Motor Vehicle Excise***

Motor vehicle excise taxes are assessed annually for each vehicle registered in the Town and are recorded as receivables in the fiscal year of the levy. The Commonwealth is responsible for reporting the number of vehicles registered and the fair values of those vehicles. The tax calculation is the fair value of the vehicle multiplied by \$25 per \$1,000 of value.

The allowance for uncollectibles is estimated based on historical trends and specific account analysis.

***Refuse***

Refuse fees are levied monthly for each type of property that utilizes the collection service and are based upon a third party waste collection contract. Refuse fees are recorded receivables in the fiscal year of the levy. Since the receivables are secured via the lien process, these accounts are considered 100% collectible and therefore do not report an allowance for uncollectibles.

**Water & Sewer**

User fees are levied monthly based on individual meter readings and are subject to penalties and interest if they are not paid by the respective due date. Water and Sewer liens are processed annually and included as a lien on the property owner's tax bill. Water and Sewer charges and liens are recorded as receivables in the fiscal year of the levy.

Since the receivables are secured via the lien process, these accounts are considered 100% collectible and therefore do not report an allowance for uncollectibles.

**Departmental and Other**

Departmental and other receivables consist primarily of police and fire details and are recorded as receivables in the fiscal year accrued. The allowance of uncollectibles is estimated based on historical trends and specific account analysis.

**Intergovernmental**

Various federal and state grants for operating and capital purposes are applied for and received annually. For non-expenditure driven grants, receivables are recorded as soon as all eligibility requirements imposed by the provider have been met. For expenditure driven grants, receivables are recorded when the qualifying expenditures are incurred and all other grant requirements are met.

These receivables are considered 100% collectible and therefore do not report an allowance for uncollectibles.

**Loans**

The Department of Community and Economic Development administers loan programs that provide housing assistance to residents and capital needs assistance for small businesses. Upon issuance, a receivable is recorded for the principal amount of the loan.

The allowance of uncollectibles is estimated based on historical trends and specific account analysis.

**F. Inventories*****Government-Wide and Fund Financial Statements***

Inventories are recorded as expenditures at the time of purchase. Such inventories are not material in total to the government-wide and fund financial statements, and therefore are not reported.

**G. Restricted Assets**

Certain assets of the enterprise fund are classified as restricted if their use is restricted by contract covenants.

**H. Capital Assets*****Government-Wide and Proprietary Fund Financial Statements***

Capital assets, which include land, land improvements, buildings, machinery and equipment, and infrastructure (e.g., roads, water mains, sewer mains, and similar items), are reported in the applicable governmental or business-type activity column of the government-wide financial statements, and the proprietary fund financial statements. Capital assets are recorded at historical cost, or at estimated historical cost, if actual historical cost is not available. Donated capital assets are recorded at the estimated fair market value at the date of donation.



Except for the capital assets of the governmental activities column in the government-wide financial statements, construction period interest is capitalized on constructed capital assets.

The beginning balance of governmental capital assets, net of accumulated depreciation, has been restated due to the Town completing the retroactive reporting of governmental infrastructure assets, as allowed by GASB 34. The amount previously reported of \$161,659,701 has been restated to \$167,081,280. A corresponding increase of \$5,421,581 to beginning net assets was made.

All purchases and construction costs in excess of \$15,000 are capitalized at the date of acquisition or construction, respectively, with expected useful lives of greater than one year.

Capital assets (excluding land) are depreciated on a straight-line basis. The estimated useful lives of capital assets are as follows:

<u>Capital Asset Type</u>	<u>Estimated Useful Life (in years)</u>
Land improvements.....	5-50
Buildings.....	5-50
Machinery and equipment.....	3-20
Infrastructure.....	10-75

The cost of normal maintenance and repairs that do not add to the value of the assets or materially extend asset lives are not capitalized and are treated as expenses when incurred. Improvements are capitalized.

#### *Governmental Fund Financial Statements*

Capital asset costs are recorded as expenditures in the acquiring fund in the fiscal year of the purchase.

#### I. Interfund Receivables and Payables

During the course of its operations, transactions occur between and within individual funds that may result in amounts owed between funds.

#### *Government-Wide Financial Statements*

Transactions of a buyer/seller nature between and within governmental funds and internal service funds are eliminated from the governmental activities in the statement of net assets. Any residual balances outstanding between the governmental activities and business-type activities are reported in the statement of net assets as "internal balances".

The general fund has provided a long-term loan to the golf enterprise fund and these balances are included in the statement of net assets as "internal balances".

*Fund Financial Statements*

Transactions of a buyer/seller nature between and within funds are *not* eliminated from the individual fund statements. Receivables and payables resulting from these transactions are classified as "Due from other funds" or "Due to other funds" on the balance sheet.

The general fund has provided a long-term loan to the golf enterprise fund and these balances are included in the fund statements as "Due from other funds" or "Due to other funds".

J. Interfund Transfers

During the course of its operations, resources are permanently reallocated between and within funds. These transactions are reported as transfers in and transfers out.

*Government-Wide Financial Statements*

Transfers between and within governmental funds and internal service funds are eliminated from the governmental activities in the statement of net assets. Any residual balances outstanding between the governmental activities and business-type activities are reported in the statement of activities as "Transfers, net".

*Fund Financial Statements*

Transfers between and within funds are *not* eliminated from the individual fund statements and are reported as transfers in and transfers out.

K. Deferred Revenue

Deferred revenue at the governmental fund financial statement level represents billed receivables that do not meet the available criterion in accordance with the current financial resources measurement focus and the modified accrual basis of accounting. In addition, property taken by the Town through the foreclosure process is recorded as an asset and deferred revenue. Deferred revenue is recognized as revenue in the conversion to the government-wide (full accrual) financial statements.

L. Net Assets and Fund Equity*Government-Wide Financial Statements (Net Assets)*

Net assets are reported as restricted when amounts that are not available for appropriation or are legally restricted by outside parties for a specific future use.

Net assets have been "restricted for" the following:

"Loans" represents community development outstanding loans receivable balances.

"Permanent funds - expendable" represents amounts held in trust for which the expenditures are restricted by various trust agreements.

"Permanent funds - nonexpendable" represents amounts held in trust for which only investment earnings may be expended.



“Other” represents amounts restricted by outside sources for specific purposes.

#### *Fund Financial Statements (Fund Balances)*

Fund balances are reserved for amounts that are not available for appropriation or are legally restricted by outside parties for a specific future use. Designations of fund balance represent tentative management plans that are subject to change.

Fund balances have been “reserved for” the following:

“Encumbrances and continuing appropriations” represents amounts obligated under purchase orders, contracts and other commitments for expenditures that are being carried over to the ensuing fiscal year.

“Loans” represents community development outstanding loans receivable balances.

“Perpetual permanent funds” represents amounts held in trust for which only investment earnings may be expended.

Fund balances have been “designated for” the following:

“Subsequent year’s expenditures” represents amounts appropriated for the fiscal year 2005 operating budget.

#### M. Long-term debt

##### *Government-Wide and Proprietary Fund Financial Statements*

Long-term debt is reported as liabilities in the government-wide and proprietary fund statement of net assets. Material bond premiums and discounts are deferred and amortized over the life of the bonds using the effective interest method. Bonds payable are reported net of the applicable material bond premium or discount.

##### *Governmental Fund Financial Statements*

The face amount of governmental funds long-term debt is reported as other financing sources. Bond premiums and discounts, as well as issuance costs, are recognized in the current period. Bond premiums are reported as other financing sources and bond discounts are reported as other financing uses. Issuance costs, whether or not withheld from the actual bond proceeds received, are reported as general government expenditures.

#### N. Investment Income

Excluding the permanent funds, investment income derived from major and nonmajor governmental funds is legally assigned to the general fund unless otherwise directed by Massachusetts General Law (MGL).

Investment income from the golf enterprise fund is voluntarily assigned and transferred to the general fund. The water & sewer and internal service funds retain their investment income.

O. Compensated Absences

Employees are granted vacation and sick leave in varying amounts based on collective bargaining agreements, state laws and executive policies.

*Government-Wide and Proprietary Fund Financial Statements*

Vested or accumulated vacation and sick leave are reported as liabilities and expensed as incurred.

*Governmental Fund Financial Statements*

Vested or accumulated vacation and sick leave, which will be liquidated with expendable available financial resources, are reported as expenditures and fund liabilities.

P. Post Retirement Benefits*Government-Wide and Fund Financial Statements*

In addition to providing pension benefits, health and life insurance coverage is provided for retired employees and their survivors in accordance with MGL, Chapter 32, on a pay-as-you-go basis. The cost of providing health and life insurance is recognized by recording the employer's 75% share of insurance premiums in the general fund in the fiscal year paid. For the fiscal year ended June 30, 2004, this expense/expenditure totaled approximately \$4,295,000. There were 1,254 participants eligible to receive benefits at June 30, 2004.

Q. Use of Estimates*Government-Wide and Fund Financial Statements*

The preparation of basic financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure for contingent assets and liabilities at the date of the basic financial statements and the reported amounts of the revenues and expenditures/expenses during the fiscal year. Actual results could vary from estimates that were used.

R. Individual Fund Deficits

At fiscal year-end several individual fund deficits exist in the Special Revenue Fund that will be funded through grants and available fund balances in the next fiscal year.

At fiscal year-end several individual fund deficits exist in the Capital Projects Fund due to the fact long-term bonds have not been issued to permanently fund the expenditures. The Town expects to fund these deficits by issuing permanent debt in the next fiscal year.



S. Total Column*Government-Wide Financial Statements*

The total column presented on the government-wide financial statements represents consolidated financial information.

*Fund Financial Statements*

The total column on the fund financial statements is presented only to facilitate financial analysis. Data in this column is not the equivalent of consolidated financial information.

**NOTE 2 - CASH AND INVESTMENTS**

A cash and investment pool is maintained that is available for use by all funds. Each fund type's portion of this pool is displayed on the combined balance sheet as "Cash and Short-term Investments". The deposits and investments of the pension trust fund are held separately from those of other funds.

Statutes authorize the investment in obligations of the U.S. Treasury, agencies, and instrumentalities, certificates of deposit, repurchase agreements, money market accounts, bank deposits and the State Treasurer's Investment Pool (the Pool). In addition, there are various restrictions limiting the amount and length of deposits and investments.

The Pool meets the criteria of an external investment pool. The Pool is administered by the Massachusetts Municipal Depository Trust (MMDT), which was established by the Treasurer of the Commonwealth who serves as Trustee. The fair value of the position in the Pool is the same as the value of the Pool shares.

Short-term investments and investments are classified as to collateral risk into the following three categories:

Category 1: Insured or registered, or securities held by the Town or its agent in the Town's name.

Category 2: Uninsured and unregistered, with securities held by the counterparty's trust department or agent in the Town's name.

Category 3: Uninsured and unregistered, with securities held by the counterparty, or its trust department or agent but not in the Town's name.

At fiscal year-end, the carrying amount of deposits totaled \$31,971,590 and the bank balance totaled \$29,137,829. Of the bank balance, \$702,281 was covered by Federal Depository Insurance and \$28,435,548 was uninsured and uncollateralized.

At December 31, 2003, the carrying amount of deposits for the System totaled \$702,338 and the bank balance totaled \$1,283,721. Of the bank balance, \$100,000 was covered by Federal Depository Insurance.

The following details the carrying amount of cash and short-term investments and investments as reported in the basic financial statements at June 30, 2004:

	Cash and Short-term Investments	Investments	Total
<b>Cash balances (excluding the System) at June 30, 2004:</b>			
Checking, savings and NOW accounts.....	\$ 23,027,702	\$ -	\$ 23,027,702
Certificates of deposit.....	106,150	-	106,150
Money market deposits.....	8,837,738	-	8,837,738
Total carrying amount of cash.....	31,971,590	-	31,971,590
<b>Investments not subject to categorization:</b>			
MMDT.....	47,255,091	-	47,255,091
<b>Investments subject to categorization (Category 3):</b>			
U.S. government securities.....	-	903,659	903,659
Equity securities.....	-	7,143,443	7,143,443
Fixed income securities.....	-	1,381,778	1,381,778
Total investments.....	47,255,091	9,428,880	56,683,971
Total cash and short-term investments and investments of the Town at June 30, 2003.....	79,226,681	9,428,880	88,655,561
<b>System cash balances at December 31, 2003:</b>			
Checking, savings and NOW accounts.....	243,418	-	243,418
Money market deposits.....	458,917	-	458,917
Total carrying amount of cash.....	702,335	-	702,335
<b>Investments not subject to categorization:</b>			
PRIT.....	-	852,770	852,770
Real estate investments.....	-	7,071,067	7,071,067
Money market mutual funds.....	18,903,339	-	18,903,339
<b>Investments subject to categorization (Category 3):</b>			
Equity securities.....	-	86,397,297	86,397,297
Fixed income securities.....	-	47,305,164	47,305,164
International securities.....	-	21,100,343	21,100,343
Total investments.....	18,903,339	162,726,641	181,629,980
Total cash and short-term investments and investments of the System at December 31, 2003.....	19,605,674	162,726,641	182,332,315
<b>Total cash and short-term investments and investments as reported on the combined balance sheet.....</b>	<b>\$ 98,832,355</b>	<b>\$ 172,155,521</b>	<b>\$ 270,987,876</b>



**NOTE 3 – RECEIVABLES**

At June 30, 2004, receivables for the individual major governmental funds and non-major internal service, and fiduciary funds in the aggregate, including the applicable allowances for uncollectible accounts, are as follows:

	Gross Amount	Allowance for Uncollectibles	Net Amount
<u>Receivables:</u>			
Real estate and personal property taxes....	\$ 1,415,237	\$ -	\$ 1,415,237
Tax liens.....	533,482	-	533,482
Motor vehicle and other excise taxes.....	694,015	(451,147)	242,868
User fees.....	151,872	-	151,872
Departmental and other.....	5,673,538	(1,739,858)	3,933,680
Intergovernmental.....	50,241,160	-	50,241,160
Loans.....	440,812	-	440,812
Total.....	<u>\$ 59,150,116</u>	<u>\$ (2,191,005)</u>	<u>\$ 56,959,111</u>

At June 30, 2004, receivables for the water and sewer enterprise funds consist of the following:

	Gross Amount	Allowance for Uncollectibles	Net Amount
<u>Receivables:</u>			
Water and sewer fees.....	<u>\$ 6,189,235</u>	<u>\$ -</u>	<u>\$ 6,189,235</u>

Governmental funds report *deferred revenue* in connection with receivables for revenues that are not considered to be available to liquidate liabilities of the current period. At the end of the current fiscal year, the various components of *deferred revenue* reported in the governmental funds were as follows:

Type:	General Fund	Other Governmental Funds	Total
Real estate and personal property taxes....	\$ 1,415,237	\$ -	\$ 1,415,237
Tax liens.....	533,482	-	533,482
Departmental.....	3,135,819	665,799	3,801,618
Motor vehicle and other excise.....	242,868	-	242,868
User fees.....	151,872	-	151,872
Due from Enterprise.....	450,000	-	450,000
Tax foreclosure.....	62,656	-	62,656
Intergovernmental.....	45,690,000	4,252,252	49,942,252
Total.....	<u>\$ 51,681,934</u>	<u>\$ 4,918,051</u>	<u>\$ 56,599,985</u>

**NOTE 4 – CAPITAL ASSETS**

Capital asset activity for the fiscal year ended June 30, 2004, was as follows:

	Beginning Balance	Increases	Decreases	Ending Balance
<b>Governmental Activities:</b>				
<u>Capital assets not being depreciated:</u>				
Land.....	\$ 79,727	\$ -	\$ -	\$ 79,727
Construction in progress.....	-	10,781,666	-	10,781,666
Total capital assets not being depreciated.....	79,727	10,781,666	-	10,861,393
<u>Capital assets being depreciated:</u>				
Land improvements.....	14,176,640	1,494,677	-	15,671,317
Buildings.....	186,304,670	900,304	-	187,204,974
Machinery and equipment.....	27,508,412	2,213,398	-	29,721,810
Infrastructure.....	37,539,242	14,967	-	37,554,209
Total capital assets being depreciated.....	265,528,964	4,623,346	-	270,152,310
<u>Less accumulated depreciation for:</u>				
Land improvements.....	(4,835,609)	(558,621)	-	(5,394,230)
Buildings.....	(53,992,249)	(4,604,969)	-	(58,597,218)
Machinery and equipment.....	(17,478,112)	(2,497,325)	-	(19,975,437)
Infrastructure.....	(22,221,441)	(1,382,813)	-	(23,604,254)
Total accumulated depreciation.....	(98,527,411)	(9,043,728)	-	(107,571,139)
Total governmental activities capital assets, net.....	\$ 167,081,280	\$ 6,361,284	\$ -	\$ 173,442,564



	Beginning Balance	Increases	Decreases	Ending Balance
<b>Water &amp; Sewer Activities:</b>				
<u>Capital assets being depreciated:</u>				
Land improvements.....	\$ 201,230	\$ -	\$ -	\$ 201,230
Buildings.....	2,450,656	-	-	2,450,656
Machinery and equipment.....	2,287,570	97,980	-	2,385,550
Infrastructure.....	41,972,046	632,324	-	42,604,370
Total capital assets being depreciated.....	46,911,502	730,304	-	47,641,806
<u>Less accumulated depreciation for:</u>				
Land improvements.....	(6,708)	(6,594)	-	(13,302)
Buildings.....	(606,387)	(53,758)	-	(660,145)
Machinery and equipment.....	(1,200,945)	(231,371)	-	(1,432,316)
Infrastructure.....	(11,729,614)	(568,072)	-	(12,297,686)
Total accumulated depreciation.....	(13,543,654)	(859,795)	-	(14,403,449)
Total capital assets being depreciated, net.....	\$ 33,367,848	\$ (129,491)	\$ -	\$ 33,238,357
<b>Golf Course Activities:</b>				
<u>Capital assets being depreciated:</u>				
Land improvements.....	\$ 872,243	\$ 45,345	\$ -	\$ 917,588
Buildings.....	1,554,596	3,034	-	1,557,630
Machinery and equipment.....	-	17,500	-	17,500
Total capital assets being depreciated.....	2,426,839	65,879	-	2,492,718
<u>Less accumulated depreciation for:</u>				
Land improvements.....	(77,221)	(29,725)	-	(106,946)
Buildings.....	(151,989)	(38,884)	-	(190,873)
Machinery and equipment.....	-	(667)	-	(667)
Total accumulated depreciation.....	(229,210)	(69,276)	-	(298,486)
Total capital assets being depreciated, net.....	\$ 2,197,629	\$ (3,397)	\$ -	\$ 2,194,232

**NOTE 5 - INTERFUND TRANSFERS**

Interfund transfers for the fiscal year ended June 30, 2004, are summarized as follows:

Operating Transfers Out:	Operating Transfers In:			
	General Fund	Nonmajor Governmental Funds	Water & Sewer Enterprise Fund	Total
General Fund.....	\$ -	\$ 349,782	\$ -	\$ 349,782
Nonmajor Governmental Funds.....	2,863,007	-	-	2,863,007
Water & Sewer Enterprise Fund.....	1,906,369	-	304,449	2,210,818
Golf Enterprise Fund.....	137,516	-	-	137,516
	<u>\$ 4,906,892</u>	<u>\$ 349,782</u>	<u>\$ 304,449</u>	<u>\$ 5,561,123</u>

Transfers represent amounts voted to fund the fiscal year 2004 operating budget.

**NOTE 6 - CAPITAL LEASES**

The Town has entered into several lease agreements to finance the acquisition of equipment with an original cost of \$608,534. These lease agreements qualify as capital leases for accounting purposes and, therefore, have been recorded at the present value of their future minimum lease payments as of the inception date.

The future minimum lease obligations and the net present value of these minimum lease payments at June 30, 2004, are as follows:

Fiscal Years Ending June 30	Governmental Activities
2005.....	\$ 202,845
2006.....	<u>202,844</u>
Total minimum lease payments.....	405,689
Less: amounts representing interest.....	<u>(11,438)</u>
Present value of minimum lease payments.....	<u>\$ 394,251</u>

**NOTE 7 - SHORT-TERM FINANCING**

Short-term debt may be authorized and issued to fund the following:

- Current operating costs prior to the collection of revenues through issuance of revenue or tax anticipation notes (RANS or TANS).



- Capital project costs and other approved expenditures incurred prior to obtaining permanent financing through issuance of bond anticipation notes (BANS) or grant anticipation notes (GANS).

Short-term loans are general obligations and carry maturity dates that are limited by statute. Interest expenditures and expenses for short-term borrowings are accounted for in the general fund and enterprise funds.

Details related to the short-term debt activity for the fiscal year ended June 30, 2004, is as follows:

Type	Purpose	Rate (%)	Due Date	Balance at June 30, 2003	Retired/ Redeemed	Balance at June 30, 2004
BAN	School Remodeling - Lawrence.....	1.14	05/13/04	\$ 3,000,000	\$ 3,000,000	\$ -
BAN	School Remodeling - Lawrence.....	1.43	04/15/05	11,500,000	-	11,500,000
Total.....				<u>\$ 14,500,000</u>	<u>\$ 3,000,000</u>	<u>\$ 11,500,000</u>

#### NOTE 8 - LONG-TERM DEBT

Under the provisions of Chapter 44, Section 10, Municipal Law authorizes indebtedness up to a limit of 2 1/2% of the equalized valuation. Debt issued in accordance with this section of the law is designated as being "inside the debt limit". In addition, however, debt may be authorized in excess of that limit for specific purposes. Such debt, when issued, is designated as being "outside the debt limit".

In order to take advantage of favorable interest rates the Town issued \$8,480,000 of General Obligation Refunding Bonds during fiscal year 2004. \$7,985,000 of general obligation bonds were defeased by placing the proceeds of the refunding bonds in an irrevocable trust to provide for all future debt service payments on the refunded bonds. Accordingly, the trust account's assets and liabilities for the defeased bonds are not included in the basic financial statements. The Town has decreased its aggregate debt service payments by approximately \$588,490 and will experience an economic gain of \$493,879. At June 30, 2004, approximately \$3,875,000 of Governmental and \$4,110,000 of Enterprise Fund bonds outstanding from the advance refunding are considered defeased. Details related to the outstanding indebtedness at June 30, 2004, and the debt service requirements are as follows:

Project	Interest Rate (%)	Outstanding at June 30, 2003	Issued	Redeemed	Outstanding at June 30, 2004
<b>Inside Debt Limit</b>					
Schools.....	2.59-5.91	\$ 25,690,951	\$ 7,780,000	\$ 4,487,584	\$ 28,983,367
General Government.....	3.22-5.28	15,356,418	2,103,468	3,866,469	13,593,417
Departmental Equipment.....	3.93-4.86	96,000	-	96,000	-
Athletic and recreational facilities....	3.94-4.94	803,607	-	207,659	595,948
Sub-total.....		<u>41,946,976</u>	<u>9,883,468</u>	<u>8,657,712</u>	<u>43,172,732</u>
<b>Outside Debt Limit</b>					
Schools.....	5.33 - 5.35	<u>39,820,000</u>	<u>-</u>	<u>1,475,000</u>	<u>38,345,000</u>
Total Government Bonds and Notes Payable.....		<u>81,766,976</u>	<u>9,883,468</u>	<u>10,132,712</u>	<u>81,517,732</u>
<b>ENTERPRISE FUNDS</b>					
<b>Inside Debt Limit</b>					
Golf Course Enterprise Fund.....	3.19-3.90	1,500,902	-	174,615	1,326,287
Water Enterprise Fund.....	3.90-6.63	12,537,640	4,296,532	5,493,191	11,340,981
Sewer Enterprise Fund.....	3.90-5.28	<u>5,535,000</u>	<u>1,155,435</u>	<u>495,000</u>	<u>6,195,435</u>
Total Enterprise Bonds and Notes Payable.....		<u>19,573,542</u>	<u>5,451,967</u>	<u>6,162,806</u>	<u>18,862,703</u>
Total Bonds and Notes Payable.....		<u>\$ 101,340,518</u>	<u>\$ 15,335,435</u>	<u>\$ 16,295,518</u>	<u>\$ 100,380,435</u>

Debt service requirements for principal and interest for Governmental bonds payable in future fiscal years are as follows:



Fiscal Year	Principal	Interest	Total
2005.....	\$ 6,499,130	\$ 3,535,359	\$ 10,034,489
2006.....	6,443,457	3,287,782	9,731,239
2007.....	6,253,577	3,049,845	9,303,422
2008.....	5,959,036	2,817,269	8,776,305
2009.....	5,767,309	2,594,164	8,361,473
2010.....	5,841,177	2,370,289	8,211,466
2011.....	5,574,999	2,135,743	7,710,742
2012.....	5,296,239	1,911,703	7,207,942
2013.....	4,916,632	1,689,430	6,606,062
2014.....	4,275,588	1,467,407	5,742,995
2015.....	3,832,794	1,256,057	5,088,851
2016.....	3,832,794	1,054,174	4,886,968
2017.....	3,990,000	864,027	4,854,027
2018.....	3,955,000	661,428	4,616,428
2019.....	3,940,000	457,404	4,397,404
2020.....	4,120,000	252,637	4,372,637
2021.....	510,000	42,713	552,713
2022.....	510,000	21,674	531,674
Totals.....	\$ <u>81,517,732</u>	\$ <u>29,469,105</u>	\$ <u>110,986,837</u>

Debt service requirements for principal and interest for enterprise fund bonds and notes payable in future fiscal years are as follows:

Fiscal Year	Principal	Interest	Total
2005.....	\$ 2,121,957	\$ 845,223	\$ 2,967,180
2006.....	2,122,630	764,056	2,886,686
2007.....	1,867,510	684,942	2,552,452
2008.....	1,647,051	611,620	2,258,671
2009.....	1,503,778	546,362	2,050,140
2010.....	1,368,823	483,235	1,852,058
2011.....	1,365,001	417,450	1,782,451
2012.....	1,208,761	351,973	1,560,734
2013.....	1,153,368	291,298	1,444,666
2014.....	1,114,412	230,814	1,345,226
2015.....	807,206	166,824	974,030
2016.....	807,206	127,475	934,681
2017.....	805,000	89,268	894,268
2018.....	470,000	50,780	520,780
2019.....	250,000	26,562	276,562
2020.....	250,000	13,125	263,125
Totals.....	\$ <u>18,862,703</u>	\$ <u>5,701,007</u>	\$ <u>24,563,710</u>

The Massachusetts Water Resource Authority (MWRA) operates an Infiltration/Inflow Financial Assistance Program for community owned collection systems. For each community approved for the project, financial assistance received from the MWRA consists of a grant and non-interest bearing loan. During fiscal year 2004,

\$1,191,700 was received from this program. Of this amount, \$536,265 was a grant and \$655,435 was a loan. The loan portion is payable in five equal annual installments. At June 30, 2004, the outstanding principal amount of this loan totaled \$655,435.

The Commonwealth has approved school construction assistance. The assistance program, which is administered by the School Building Assistance Bureau, provides resources for future debt service of general obligation school bonds outstanding. During fiscal year 2004, approximately \$3,571,000 of such assistance was received and an additional \$7,837,000 was recognized as accrual revenue for reimbursement of the Lawrence School. Approximately \$60,297,000 will be received in future fiscal years. Of this amount, \$14,607,000 represents reimbursement of long-term interest costs, and approximately \$45,690,000 represents reimbursement of approved construction costs. Accordingly, a \$45,690,000 intergovernmental receivable and corresponding deferred revenue have been reported in governmental fund financial statements. The deferred revenue has been recognized as revenue in the conversion to the government-wide financial statements.

The Town is subject to various debt limits by statute and may issue additional general obligation debt under the normal debt limit. At June 30, 2004, the Town had the following authorized and unissued debt:

<u>Purpose</u>	<u>Amount</u>
Lawrence School.....	\$ 11,500,000
Putterham Golf Course.....	1,740,000
Wastewater Systems.....	3,344,565
Storm Drain Improvements.....	500,000
Muddy River Project.....	745,000
Landfill.....	7,890,000
Beacon Street Reconstruction.....	<u>2,600,000</u>
Total.....	<u>\$ 28,319,565</u>

#### Changes in Long-term Liabilities

During the fiscal year ended June 30, 2004, the following changes occurred in long-term liabilities:

#### **Governmental Funds**

	<u>Balance</u> <u>June 30,</u> <u>2003</u>	<u>Bonds and</u> <u>Notes</u> <u>Issued</u>	<u>Bonds and</u> <u>Notes</u> <u>Redeemed</u>	<u>Other Net</u> <u>Increase</u> <u>(Decrease)</u>	<u>Balance</u> <u>June 30,</u> <u>2004</u>	<u>Current</u> <u>Portion</u>
Long-Term Bonds and Notes.....	\$ 81,766,976	\$ 9,883,468	\$ (10,132,712)	\$ -	\$ 81,517,732	\$ 6,499,130
Accrued Health Claims.....	1,700,000	-	-	500,000	2,200,000	2,200,000
Workers' Compensation.....	2,754,000	-	-	242,000	2,996,000	1,182,000
Compensated Absences.....	5,582,710	-	-	2,430,041	8,012,751	4,681,445
Landfill Closure.....	<u>8,890,000</u>	<u>-</u>	<u>-</u>	<u>522,000</u>	<u>9,412,000</u>	<u>-</u>
Total.....	<u>\$ 100,693,686</u>	<u>\$ 9,883,468</u>	<u>\$ (10,132,712)</u>	<u>\$ 3,694,041</u>	<u>\$ 104,138,483</u>	<u>\$ 14,562,575</u>



**Business-Type Activities**

	Balance June 30, 2003	Bonds and Notes Issued	Bonds and Notes Redeemed	Other Net Increase (Decrease)	Balance June 30, 2004	Current Portion
Long-Term Bonds and Notes.....	\$ 19,573,542	\$ 5,451,967	\$ (6,162,806)	\$ -	\$ 18,862,703	\$ 2,121,957
Compensated Absences.....	255,934	-	-	141,255	397,189	279,405
Total.....	<u>\$ 19,829,476</u>	<u>\$ 5,451,967</u>	<u>\$ (6,162,806)</u>	<u>\$ 141,255</u>	<u>\$ 19,259,892</u>	<u>\$ 2,401,362</u>

Internal service funds predominantly serve the governmental funds. Accordingly, the internal service fund's long term liabilities are included as part of the governmental activities totals above. At fiscal year end, \$5,196,000 of internal service funds accrued liabilities is included above. Except for the amounts related to the internal service funds and a portion of the bonds, the governmental activities long-term liabilities are generally liquidated by the general fund.

**NOTE 9 – RISK FINANCING**

The Town is exposed to various risks of loss related to torts; theft of, damage to and destruction of assets; errors and omissions; and natural disasters for which the Town carries commercial insurance.

The Town is self-insured for its health, workers' compensation and municipal building insurance activities. These activities are accounted for in the internal service fund where revenues are recorded when earned and expenses are recorded when the liability is incurred.

**(a) Health Insurance**

The estimate of Incurred But Not Reported (IBNR) claims based on a two month claims paid average. The Town purchases individual stop loss insurance for claims in excess of the coverage provided by the Town in the amount of \$300,000.

At June 30, 2004, the amount of the liability for health insurance claims totaled \$2,200,000. This liability is the best estimate based on available information. Changes in the reported liability since July 1, 2002, are as follows:

	Balance at Beginning of Fiscal Year	Current Year Claims and Changes in Estimate	Claims Payments	Balance at Fiscal Year-End
Fiscal Year 2003.....	\$ 1,600,000	\$ 12,572,407	\$ (12,472,407)	\$ 1,700,000
Fiscal Year 2004.....	1,700,000	15,022,939	(14,522,939)	2,200,000

**(b) Workers' Compensation**

Workers' compensation claims are administered by a third party administrator and are funded on a pay-as-you-go basis from annual appropriations. The Town purchases individual stop loss insurance for claims in excess of the coverage provided by the Town in the amount of \$300,000. The estimated future workers' compensation liability is based on history and injury type.

At June 30, 2004, the amount of the liability for workers' compensation claims totaled \$2,996,000. Changes in the reported liability since July 1, 2002, are as follows:

	Balance at Beginning of Fiscal Year	Current Year Claims and Changes in Estimate	Claims Payments	Balance at Fiscal Year-End
Fiscal Year 2003.....	\$ 2,295,000	\$ 1,530,406	\$ (1,071,406)	\$ 2,754,000
Fiscal Year 2004.....	2,754,000	1,215,300	(973,300)	2,996,000

#### NOTE 10 - PENSION PLAN

*Plan Description* - The Town contributes to the System, a cost-sharing multiple-employer defined benefit pension plan administered by the Brookline Contributory Retirement Board. Substantially all employees are members of the System, except for public school teachers and certain administrators who are members of the Massachusetts Teachers Retirement System, to which the Town does not contribute. Pension benefits and administrative expenses paid by the Teachers Retirement Board are the legal responsibility of the Commonwealth. The amount of these on-behalf payments totaled approximately \$7,884,000 for the fiscal year ended June 30, 2004, and, accordingly, are reported in the general fund as intergovernmental revenues and pension expenditures.

The System provides retirement, disability and death benefits to plan members and beneficiaries. Chapter 32 of the MGL assigns authority to establish and amend benefit provisions of the plan. Cost-of-living adjustments granted between 1981 and 1997 and any increase in other benefits imposed by the Commonwealth's state law during those years are borne by the Commonwealth and are deposited into the pension fund. Cost-of-living adjustments granted after 1997 must be approved by the Brookline Contributory Retirement Board and are borne by the System. The System issues a publicly available unaudited financial report in accordance with guidelines established by the Commonwealth's PERAC. That report may be obtained by contacting the System located at Brookline Town Hall, 333 Washington Street, Brookline, Massachusetts 02146.

*Funding Policy* - Plan members are required to contribute to the System at rates ranging from 5% to 11% of annual covered compensation. The Town is required to pay into the System its share of the system-wide actuarial determined contribution that is apportioned among the employers based on active current payroll. Administrative expenses are funded through investment earnings. The current and two preceding fiscal years apportionment of the annual pension cost between the two employers required the Town to contribute approximately 97%, of the total. Chapter 32 of the MGL governs the contributions of plan members and the Town.

*Annual Pension Cost* - The Town contributions to the System for the fiscal years ended June 30, 2004, 2003 and 2002 were approximately \$9,300,000, \$8,700,000 and \$8,000,000, respectively, which equaled its required contribution for each fiscal year. At June 30, 2004, the Town did not have a net pension obligation. The required contribution was determined as part of an actuarial valuation using the entry age normal actuarial cost method. The actuarial assumptions included an 8.25% investment rate of return and projected salary increases of 5.0% per year. The actuarial value of the System's assets was determined using the fair value of the assets. The System's unfunded actuarial accrued liability is being amortized as a level percentage of projected payroll. The remaining amortization period at January 1, 2004 was 19 years.



**Schedule of Funding Progress (Dollar amounts in thousands)**

Actuarial Valuation Date	Actuarial Value of Assets (A)	Actuarial Accrued Liability (AAL) Entry Age (B)	Unfunded AAL (UAAL) (B-A)	Funded Ratio (A/B)	Covered Payroll (C)	UAAL as a Percentage of Covered Payroll ((B-A)/C)
1/1/03	\$ 177,153,465	\$ 265,441,629	\$ 88,288,164	66.7%	\$ 52,378,086	168.6%
1/1/02	171,285,347	250,478,343	79,192,996	68.4%	45,109,610	175.6%
1/1/00	160,983,529	217,964,030	56,980,501	73.9%	43,028,894	132.4%
1/1/98	121,604,190	192,305,540	70,701,350	63.2%	40,150,666	176.1%
1/1/96	93,285,890	156,258,190	62,972,300	59.7%	36,686,332	171.7%

Funding progress is reported based on the biennial actuarial valuation performed by the System, and is being accumulated on a biennial basis. The Town is responsible for approximately 97% of the unfunded liability.

*Noncontributory Retirement Allowance* – The Town pays the entire retirement allowance for certain retirees who are eligible for noncontributory benefits and are not members of the System. The general fund expenditure for fiscal year 2004 totaled approximately \$338,500.

**NOTE 11 - LANDFILL CLOSURE COSTS**

State and federal laws and regulations require the Town to close its old landfill site when it stops accepting waste and to perform certain maintenance and monitoring functions at the site after closure. The Town operated a solid waste landfill that ceased operations in 1972. The Town has reflected \$9,412,000 as the estimate of the landfill closure liability at June 30, 2004. This amount is based on estimates of what it would cost to perform all future closure and post closure care in fiscal year 2004. Actual costs may be higher due to inflation, changes in technology, or changes in regulations.

**NOTE 12 – INTERFUND LOAN**

On June 12, 2001, The General Fund issued an interest free note in the amount of \$500,000 to Putterham Meadows Golf Club Enterprise Fund to meet projected and capital expenses. The note is payable at \$25,000 per year, due on July 1 of each year. At June 30, 2004 the outstanding loan balance was \$450,000.

**NOTE 13 - COMMITMENTS**

The Town has entered into a long-term contract with Arthur Schofield, Inc. to direct the acceptable waste it collects to a transfer station. The Town is charged a flat rate per ton that is subject to increase annually. There are no minimum tonnage requirements that the Town must comply with.

The Town has entered into a long-term contract with Browning Ferris Industries to provide recycling services. The Town is charged a flat rate of \$73.10 per ton of acceptable waste collected and hauled. There are no minimum tonnage requirements that the Town must comply with.

The School Department has entered into two agreements with Laidlaw Transit, Inc. to provide for regular transportation and Lawrence School transition transportation of its students. The contract bears an annual cost of

approximately \$386,600 and \$247,500, respectively. The regular school transportation contract expires June 30, 2005 and the Lawrence School transition transportation contract expired June 30, 2004.

The School Department has also entered into an agreement with Y.C.N. Transportation, Inc. to provide transportation of its special needs students. The contract bears an annual cost of approximately \$851,000 and expires June 30, 2005.

The Town has entered into, or is planning to enter into, contracts totaling approximately \$28,000,000 for the remodeling/renovations of the Lawrence school, the upgrading and replacing of water meters, reconstruction of Beacon Street, closure and post-closure costs associated with the Town's landfill, and renovations of the Putterham golf course.

#### **NOTE 14 - CONTINGENCIES**

The Town participates in a number of federal award programs. Although the grant programs have been audited in accordance with the provisions of the Single Audit Act Amendments of 1996 through June 30, 2004, these programs are still subject to financial and compliance audits. The amount, if any, of expenditures which may be disallowed by the granting agencies cannot be determined at this time, although it is expected such amounts, if any, to be immaterial.

Various legal actions and claims are pending. Litigation is subject to many uncertainties, and the outcome of individual litigated matters is not always predictable. Although the amount of liability, if any, at June 30, 2004, cannot be ascertained, management believes any resulting liability should not materially affect the financial position at June 30, 2004.

#### **NOTE 15 – IMPLEMENTATION OF NEW GASB PRONOUNCEMENTS**

During fiscal year 2004, the following GASB pronouncements were implemented:

The GASB issued Statement #39, *Determining Whether Certain Organizations are Component Units, an Amendment of GASB Statement #14*. Management has determined that no significant organizations, other than the Pension Trust, meet the criteria to be a component unit.

##### ***Future Implementation of GASB Pronouncements:***

The GASB issued Statement #40, *Deposit and Investment Risk Disclosures, an Amendment of GASB Statement #3*, which is required to be implemented during fiscal year 2005. This pronouncement will only require changes to the note disclosure.

The GASB issued Statement #42, *Accounting and Financial Reporting for Impairment of Capital Assets and for Insurance Recoveries*, which is required to be implemented in Fiscal 2006. Management does not believe that this pronouncement will significantly impact the basic financial statements.

The GASB issued Statement #43, *Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans*, which is required to be implemented in Fiscal 2007. Since there is no legally established separate trust for the postemployment benefit plan this pronouncement will not impact the basic financial statements.

The GASB issued Statement #44, *Economic Condition Reporting: The Statistical Section*, which is required to be implemented in Fiscal 2006. This new GASB establishes and modifies requirements related to supplementary



information presented in a statistical section. The presentation of a statistical section is not required by this pronouncement. This pronouncement will not impact the basic financial statements.

The GASB issued *Statement #45, Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions*, which is required to be implemented in Fiscal 2008. Management believes this pronouncement will require additional disclosure and impact the basic financial statements.

## ***Required Supplementary Information***



**GENERAL FUND**  
**SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE -**  
**BUDGET AND ACTUAL**

FISCAL YEAR ENDED JUNE 30, 2004

	Budgeted Amounts			
	Amounts Carried forward From Prior Year	Current Year Initial Budget	Original Budget	Final Budget
<b>REVENUES:</b>				
Real estate and personal property taxes, net of tax refunds.....	\$ -	\$ 113,396,544	\$ 113,396,544	\$ 113,396,544
Motor vehicle and other excise taxes.....	-	5,000,000	5,000,000	5,000,000
Hotel/motel tax.....	-	650,000	650,000	650,000
Charges for services.....	-	3,431,300	3,431,300	3,431,300
Penalties and interest on taxes.....	-	199,500	199,500	199,500
Payments in lieu of taxes.....	-	738,000	738,000	738,000
Licenses and permits.....	-	3,063,086	3,063,086	3,063,086
Fines and forfeitures.....	-	3,813,200	3,813,200	3,813,200
Intergovernmental.....	-	16,356,864	16,356,864	16,356,864
Departmental and other.....	-	58,500	58,500	58,500
Investment income.....	-	785,225	785,225	785,225
<b>TOTAL REVENUES.....</b>	<b>-</b>	<b>147,492,219</b>	<b>147,492,219</b>	<b>147,492,219</b>
<b>EXPENDITURES:</b>				
Current:				
General government.....	1,074,863	10,263,382	11,338,245	9,327,338
Public safety.....	1,216,108	28,432,368	29,648,476	30,702,791
Education.....	4,447,593	54,139,732	58,587,325	58,587,325
Public works.....	6,469,362	15,040,358	21,509,720	22,061,398
Human services.....	57,487	1,881,648	1,939,135	1,989,325
Leisure services.....	1,632,154	5,159,110	6,791,264	6,940,161
Pension benefits.....	-	9,310,000	9,310,000	9,310,000
Employee benefits.....	8,042	17,306,267	17,314,309	17,486,809
State and county charges.....	-	5,451,037	5,451,037	5,451,037
Debt service:				
Principal.....	-	6,257,712	6,257,712	6,257,712
Interest.....	-	4,488,265	4,488,265	4,488,265
<b>TOTAL EXPENDITURES.....</b>	<b>14,905,609</b>	<b>157,729,879</b>	<b>172,635,488</b>	<b>172,602,161</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES.....</b>	<b>(14,905,609)</b>	<b>(10,237,660)</b>	<b>(25,143,269)</b>	<b>(25,109,942)</b>
<b>OTHER FINANCING SOURCES (USES):</b>				
Proceeds from refunding bonds.....	-	-	-	-
Premium from issuance of bonds, net of expenditures.....	-	-	-	-
Payments to refunded bond escrow agent.....	-	-	-	-
Transfers in.....	-	4,951,154	4,951,154	4,951,154
Transfers out.....	-	(316,455)	(316,455)	(349,782)
<b>TOTAL OTHER FINANCING SOURCES (USES).....</b>	<b>-</b>	<b>4,634,699</b>	<b>4,634,699</b>	<b>4,601,372</b>
<b>NET CHANGE IN FUND BALANCE.....</b>	<b>(14,905,609)</b>	<b>(5,602,961)</b>	<b>(20,508,570)</b>	<b>(20,508,570)</b>
<b>BUDGETARY FUND BALANCE, Beginning of year.....</b>	<b>-</b>	<b>39,668,550</b>	<b>39,668,550</b>	<b>39,668,550</b>
<b>BUDGETARY FUND BALANCE, End of year.....</b>	<b>\$ (14,905,609)</b>	<b>\$ 34,065,589</b>	<b>\$ 19,159,980</b>	<b>\$ 19,159,980</b>

See notes to basic financial statements.

Actual Budgetary Amounts	Amounts Carried Forward To Next Year	Variance to Final Budget
\$ 114,359,869	\$ -	\$ 963,325
5,038,714	-	38,714
603,576	-	(46,424)
3,815,313	-	384,013
417,885	-	218,385
1,016,388	-	278,388
3,145,966	-	82,880
3,957,036	-	143,836
16,410,301	-	53,437
159,613	-	101,113
737,181	-	(48,044)
149,661,842	-	2,169,623
7,906,033	1,132,492	288,813
27,998,032	2,386,624	318,135
54,228,777	4,332,789	25,759
15,224,311	7,215,172	(378,085)
1,943,539	44,354	1,432
4,624,491	1,675,573	640,097
9,239,869	-	70,131
17,151,762	40,354	294,693
5,460,231	-	(9,194)
6,257,712	-	-
4,122,420	-	365,845
154,157,177	16,827,358	1,617,626
(4,495,335)	(16,827,358)	3,787,249
4,183,468		4,183,468
138,739		138,739
(4,253,642)		(4,253,642)
4,906,892		(44,262)
(349,782)		-
4,625,675	-	24,303
130,340	(16,827,358)	3,811,552
39,668,550	-	-
\$ 39,798,890	\$ (16,827,358)	\$ 3,811,552



**NOTE A - STEWARDSHIP, COMPLIANCE AND ACCOUNTABILITY**A. Budgetary Information

Municipal Law requires the Town to adopt a balanced budget that is approved at the Annual Town Meeting. The Advisory Committee presents an annual budget to Town Meeting, which includes estimates of revenues and other financing sources and recommendations of expenditures and other financing uses. Expenditures are budgeted for each department by four major appropriation units, which are personal services, expenses, debt service and capital outlay that are mandated by Municipal Law. The Town Meeting, which has full authority to amend and/or reject the budget or any line item, adopts the expenditure budget by majority vote.

Amendments to the originally adopted budget and transfers between departments require the approval of Town Meeting. Transfers between appropriation units within a department (except for the School Department and Library) require the approval of the Town Administrator, and are subject to certain restrictions that may require authorization from the Board and Advisory Committee. Expenditures within the appropriation of the School Department are not restricted. Transfers between Library appropriation units require the approval of the Board of Library Trustees.

The majority of appropriations are non-continuing which lapse at the end of each fiscal year. Others are continuing appropriations for which the governing body has authorized that an unspent balance from a prior fiscal year be carried forward and made available for spending in the current fiscal year. These carry forwards are included as part of the subsequent fiscal year's original budget.

Generally, expenditures may not exceed the legal level of spending (salaries, expenses and capital) authorized for an appropriation account. However, the payment of debt service is statutorily required, regardless of whether such amounts are appropriated. Additionally, expenditures for disasters, natural or otherwise, and final judgments may exceed the level of spending authorized by two-thirds majority vote of Town Meeting.

An annual budget is adopted for the general fund in conformity with the guidelines described above. The Office of the Comptroller has the responsibility to ensure that budgetary control is maintained. Budgetary control is exercised through the accounting system.

B. Budgetary - GAAP Reconciliation

For budgetary financial reporting purposes, the Uniform Municipal Accounting System basis of accounting (established by the Commonwealth) is followed, which differs from the GAAP basis of accounting. A reconciliation of budgetary-basis to GAAP-basis results for the general fund for the fiscal year ended June 30, 2004, is presented below:

Excess of revenues and other financing sources (uses) over expenditures - budgetary basis.....	\$	130,340
<u>Basis of accounting differences:</u>		
Recognition of expenditures on modified accrual basis.....		(794,308)
Tax refunds payable.....		<u>(922,000)</u>
Excess of revenues and other financing sources (uses) over expenditures - GAAP basis.....	\$	<u><u>(1,585,968)</u></u>

C. Appropriation Deficits

During fiscal year 2004, expenditures exceeded budgeted appropriations for public works and state and county charges. These deficits will be funded through tax levy and available funds in fiscal year 2005.



***TOWN OF BROOKLINE, MASSACHUSETTS***

***REPORTS ON FEDERAL AWARD PROGRAMS***

***FISCAL YEAR ENDED JUNE 30, 2004***

**TOWN OF BROOKLINE, MASSACHUSETTS**  
**REPORTS ON FEDERAL AWARD PROGRAMS**  
**FISCAL YEAR ENDED JUNE 30, 2004**

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**INDEPENDENT AUDITORS' REPORT ON COMPLIANCE AND ON  
INTERNAL CONTROL OVER FINANCIAL REPORTING BASED ON AN AUDIT OF  
FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT  
AUDITING STANDARDS**

To the Honorable Board of Selectmen  
Town of Brookline, Massachusetts

We have audited the basic financial statements of the Town of Brookline, Massachusetts, as of and for the fiscal year ended June 30, 2004, and have issued our report thereon dated November 24, 2004, which expresses an unqualified opinion. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States.

**Compliance**

As part of obtaining reasonable assurance about whether the Town of Brookline's basic financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grants, noncompliance with which could have a direct and material effect on the determination of basic financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance that are required to be reported under Government Auditing Standards.

**Internal Control Over Financial Reporting**

In planning and performing our audit, we considered the Town of Brookline's internal control over financial reporting in order to determine our auditing procedures for the purpose of expressing our opinion on the basic financial statements and not to provide assurance on the internal control over financial reporting. Our consideration of the internal control over financial reporting would not necessarily disclose all matters in the internal control over financial reporting that might be material weaknesses. A material weakness is a condition in which the design or operation of one or more of the internal control components does not reduce to a relatively low level the risk that misstatements in amounts that would be material in relation to the basic financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. We noted no matters involving the internal control over financial reporting and its operation that we consider to be material weaknesses. However, we noted other matters involving the internal control over financial reporting that we have reported to management of the Town of Brookline in a separate letter dated November 24, 2004.

This report is intended solely for the use of management of the Town of Brookline, Massachusetts, and federal awarding agencies and pass-through entities and is not intended to be and should not be used by anyone other than those specified parties.

November 24, 2004



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## **INDEPENDENT AUDITORS' REPORT ON COMPLIANCE WITH REQUIREMENTS APPLICABLE TO EACH MAJOR PROGRAM AND INTERNAL CONTROL OVER COMPLIANCE IN ACCORDANCE WITH OMB CIRCULAR A-133**

To the Honorable Board of Selectmen  
Town of Brookline, Massachusetts

### **Compliance**

We have audited the compliance of the Town of Brookline, Massachusetts, with the types of compliance requirements described in the U.S. Office of Management and Budget (OMB) Circular A-133 Compliance Supplement that are applicable to each of its major federal programs for the fiscal year ended June 30, 2004. The Town of Brookline's major federal programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs. Compliance with the requirements of laws, regulations, contracts and grants applicable to each of its major federal programs is the responsibility of the Town of Brookline's management. Our responsibility is to express an opinion on the Town of Brookline's compliance based on our audit.

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States; and OMB Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations. Those standards and OMB Circular A-133 require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the Town of Brookline's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion. Our audit does not provide a legal determination on the Town of Brookline's compliance with those requirements.

In our opinion, the Town of Brookline, Massachusetts, complied, in all material respects, with the requirements referred to above that are applicable to each of its major federal programs for the fiscal year ended June 30, 2004.

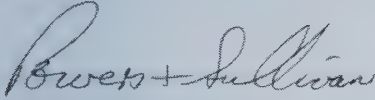
### **Internal Control Over Compliance**

The management of the Town of Brookline, Massachusetts, is responsible for establishing and maintaining effective internal control over compliance with requirements of laws, regulations, contracts and grants applicable to federal programs. In planning and performing our audit, we considered the Town of Brookline's internal control over compliance with requirements that could have a direct and material effect on a major federal program in order to determine our auditing procedures for the purpose of expressing our opinion on compliance and to test and report on internal control over compliance in accordance with OMB Circular A-133.



Our consideration of the internal control over compliance would not necessarily disclose all matters in the internal control that might be material weaknesses. A material weakness is a condition in which the design or operation of one or more of the internal control components does not reduce to a relatively low level the risk that noncompliance with applicable requirements of laws, regulations, contracts and grants that would be material in relation to a major federal program being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. We noted no matters involving the internal control over compliance and its operation that we consider to be material weaknesses.

This report is intended solely for the use of management of the Town of Brookline, Massachusetts, and federal awarding agencies and pass-through entities and is not intended to be and should not be used by anyone other than those specified parties.

A handwritten signature in cursive script, reading "Powers + Sullivan".

November 24, 2004

# Powers & Sullivan

Certified Public Accountants



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## INDEPENDENT AUDITORS' REPORT ON SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS

To the Honorable Board of Selectmen  
Town of Brookline, Massachusetts

We have audited the basic financial statements of the Town of Brookline, Massachusetts, as of and for the fiscal year ended June 30, 2004, and have issued our report thereon dated November 24, 2004, which expresses an unqualified opinion. Our audit was performed for the purpose of forming an opinion on the basic financial statements taken as a whole. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by OMB Circular A-133 and is not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated, in all material respects, in relation to the basic financial statements taken as a whole.

This report is intended solely for the information and use of management of the Town of Brookline, Massachusetts, and federal awarding agencies and pass-through entities, and is not intended to be and should not be used by anyone other than these specified parties.

November 24, 2004



**SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS**

FOR THE FISCAL YEAR ENDED JUNE 30, 2004

<u>Federal Grantor/Program Title</u>	<u>Federal CFDA Number</u>	<u>Expenditures</u>
U.S. DEPARTMENT OF AGRICULTURE:		
<u>Passed through State Department     of Education:</u>		
Food Distribution	10.550	\$ 61,225
School Lunch Program	10.553	239,197
School Breakfast Program	10.555	<u>48,748</u>
TOTAL AGRICULTURE		<u>349,170</u>
U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT:		
<u>Passed through State Office for     Communities and Development:</u>		
Community Development Block Grant	14.218	1,384,768
Home Investment Partnership Act	14.239	<u>26,968</u>
TOTAL HOUSING AND URBAN DEVELOPMENT		<u>1,411,736</u>
U.S. DEPARTMENT OF JUSTICE:		
<u>Passed through State Department of Justice:</u>		
Joint Drug Enforcement Grant	16.579	49,646
Pine Manor Partnership	16.588	17,540
Violence Against Women	16.590	59,724
Advancing Community Policing	16.710	1,672
Cops More	16.710	3,540
Local Law Enforcement Block Grant	16.592	8,320
Cops School Based Partnership	16.710	2,626
Drug Free Communities	93.276	<u>59,455</u>
TOTAL JUSTICE		<u>202,523</u>
U.S. DEPARTMENT OF TRANSPORTATION		
<u>Passes through State Department of Highway     Safety Administration:</u>		
Increasing Seat Belt Use	20.600	<u>12,894</u>
TOTAL TRANSPORTATION		<u>12,894</u>
FEDERAL EMERGENCY MANAGEMENT AGENCY		
<u>Passed through Massachusetts Emergency Management Agency:</u>		
Hazardous Materials Transportation	20.703	<u>250</u>
TOTAL EMERGENCY MANAGEMENT		<u>250</u>

# SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS

FOR THE FISCAL YEAR ENDED JUNE 30, 2004

<u>Federal Grantor/Program Title</u>	<u>Federal CFDA Number</u>	<u>Expenditures</u>
U.S. DEPARTMENT OF EDUCATION:		
<u>Passed through State Department     of Education:</u>		
Title I Distribution	84.010	678,603
SPED 94-142 Allocation	84.027	1,361,108
SPED Early Childhood Allocation	84.027	12,450
SPED Corrective Action	84.027	8,250
Occupational Education	84.048	51,303
Vocational Rehabilitation	84.126	1,401
Preschool Incentive Distribution	84.173	46,781
Homeless Children Education	84.173	10,369
Drug Free Schools	84.186	31,623
Fund for the Improvement of Education-Elementary School Counseling Program	84.215	148,173
Fund for the Improvement of Education-Teaching American History	84.215	226,096
Innovative Education Grant/Title V	84.298	61,773
Enhancing Education Through Technology	84.318	19,404
GEAR UP	84.344	147,770
English Language Acquisition	84.365	107,352
Teacher & Principal Training/Recruiting	84.367	199,244
TOTAL EDUCATION		<u>3,111,700</u>
U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES:		
<u>Passed through Massachusetts Department     of Public Health:</u>		
Emergency Preparedness	93.003	16,967
First Responder Program	93.283	690
TOTAL HEALTH AND HUMAN SERVICES		<u>17,657</u>
SOCIAL SECURITY ADMINISTRATION:		
<u>Passed through Massachusetts Rehabilitation Commission:</u>		
Vocational Rehabilitation Determination	96.001	55
FEDERAL EMERGENCY MANAGEMENT AGENCY		
<u>Passed through Massachusetts Emergency Management Agency:</u>		
Homeland Security Grant	97.004	251,942
December 6-7, 2003 Snowstorm Removal	97.036	139,564
Emergency Operations Planning	97.051	2,832
Community Emergency Response Teams	97.054	4,414
TOTAL EMERGENCY MANAGEMENT		<u>398,752</u>
TOTAL		<u>\$ 5,504,737</u>

See notes to schedule of expenditures of federal awards.



**Note 1 - Definition of Reporting Entity**

The accompanying Schedule of Expenditures of Federal Awards presents the activity of all federal financial assistance programs of the Town of Brookline, Massachusetts. All federal financial assistance received directly from federal agencies as well as federal financial assistance passed through other governmental agencies is included on the schedule.

**Note 2 - Significant Accounting Policies**

The accounting and reporting policies of the Town of Brookline, Massachusetts, are set forth below:

- (a) Basis of Presentation - The accompanying Schedule of Expenditures of Federal Awards is presented on the cash basis of accounting. Accordingly, grant revenues are recognized when received and expenditures when paid.
- (b) School Breakfast and Lunch Program - Program expenditures represent federal reimbursement for meals provided during the year.

**A. Summary of Auditors' Results**

1. The auditors' report expresses an unqualified opinion on the basic financial statements of the Town of Brookline, Massachusetts.
2. No reportable conditions relating to the audit of the basic financial statements are reported in the Report on Compliance and on Internal Control over Financial Reporting Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards.
3. No instances of noncompliance material to the basic financial statements of the Town of Brookline, Massachusetts, were disclosed during the audit.
4. No reportable conditions relating to the audit of the major federal award programs is reported in the Report on Compliance with Requirements Applicable to Each Major Program and Internal Control Over Compliance in Accordance with OMB Circular A-133.
5. The auditors' report on compliance for the major federal award programs for the Town of Brookline, Massachusetts, expresses an unqualified opinion.
6. There were no audit findings relative to the major federal award programs for the Town of Brookline, Massachusetts.
7. The programs tested as major grants include:

<u>Program Title</u>	<u>CFDA Number</u>
Community Development Block Grant	14.218

8. The threshold for distinguishing Types A and B programs was \$300,000.
9. The Town of Brookline, Massachusetts, was determined to be a low-risk auditee.

**B. Findings-Financial Statements Audit**

None

**C. Findings and Questioned Costs-Major Federal Award Program Audit**

None

**D. Prior Year Audit Findings and Questioned Costs**

None



***TOWN OF BROOKLINE, MASSACHUSETTS***

***MANAGEMENT LETTER***

***JUNE 30, 2004***

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To the Honorable Board of Selectmen  
Town of Brookline, Massachusetts

We are presenting, for your consideration, our comments and recommendations regarding the Town of Brookline, Massachusetts' internal control structure and other matters. This management letter is critical in nature and does not identify the strengths of the financial systems.

As part of our audit of the general purpose financial statements of the Town of Brookline, Massachusetts for the year ended June 30, 2004, we considered the Town's internal accounting structure for the purpose of rendering an opinion on the Town's general purpose financial statements. Our consideration of the internal control structure did not entail a detailed study and evaluation of any of its elements and was not made for the purpose of making detailed recommendations or evaluating the adequacy of the Town's internal control structure to prevent or detect all errors and irregularities.

Our consideration of the Town's internal control structure, made for the limited purpose described above, disclosed no condition that we believe to be a material weakness. However, certain matters came to our attention that we want to report to you. These matters discussed herein were considered by us during our audit and do not modify the opinion expressed in our auditors' report, dated November 24, 2004, on such general purpose financial statements.

This report is intended solely for the information and use of management of the Town of Brookline and is not intended to be and should not be used by anyone other than these specified parties.

We wish to express our appreciation for the courtesies and cooperation extended to our representatives during the course of their work. We would be pleased to discuss these comments and recommendations in greater detail or otherwise assist in their implementation.

November 24, 2004

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TOWN OF BROOKLINE, MASSACHUSETTS

MANAGEMENT LETTER

JUNE 30, 2004

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## ***COMMENTS***



## CAPITAL ASSETS REPORTING

### Comment

The Town has historically maintained their capital assets in accordance with the Governmental Accounting Standards Board (GASB) requirements. In FY02 the Town implemented GASB Statement #34, Basic Financial Statements – and Management’s Discussion and Analysis – for State and Local Governments that changed the requirements of how capital assets are reported.

The major changes required assets to be depreciated and the recording of infrastructure for the first time. The Town completed a comprehensive review of all capital assets and was able to meet the new requirements. GASB 34 allowed communities the option to delay recording the retroactive general infrastructure assets for a period of up to four years. In FY04 the Town completed the process to record its infrastructure which is before the required implementation date.

Prior to FY04 the Town maintained the cost and depreciation of its capital assets on an excel spreadsheet. Due to the number of assets owned by the Town this method is cumbersome, prone to error and difficult to maintain. Subsequent to year end the Town converted its capital asset accounting to the MUNIS module. During the conversion the Town experienced software problems along with the fact the initial conversion is difficult and time consuming. This one time process delayed the completion of the capital assets and resulted in a delay in completion of the audit.

With the new system in place the Town must develop procedures to maintain additions and deletions on a monthly basis as designed in the MUNIS software. Proper maintenance will allow for an efficient and timely year-end closing. The Town also needs to design procedures to maintain its infrastructure assets that are accounted for in a different manner.

Finally, the Town must perform a periodic inventory of its assets to insure that retirements and transfers of capital assets are recorded on a timely basis. Currently that process is not being done.

### Recommendation

We recommend management document its internal control procedures as it relates to capital assets. The documentation should include capitalization thresholds, recording asset activity on MUNIS, recording construction in progress activity, recording infrastructure, and periodic inventory procedures.

### Management Response

Documentation relating to thresholds was provided to departments when the new thresholds were established during the GASB34 initial year changes. Documentation relating to the actual MUNIS process was created during the 2004 fixed asset addition process. We are currently in the process of editing both sets of documentation prior to placing them on the Town Intranet page where users can address them.

Because of the late conversion of the historical data (prior to 2004, formerly kept on spreadsheets), we were unable to do the 2004 adds until after the fiscal year had ended. 2005 fiscal year data for the first quarter has already been added to fixed assets.

## **SCHOOL LUNCH FUND**

### Comment

At the end of fiscal year 2004 the school lunch fund has a deficit balance of approximately \$433,000. This could be the result of 1) overall operational expenditures consistently exceeding revenues, 2) school lunch revenues may have been posted to an incorrect fund or 3) expenditures that are not school lunch related may have been charged to the School Lunch fund 4) revenues for FY04 not being recorded until receipt in FY05.

This represents a situation in which the Town's free cash will be adversely affected by the amount of the deficit. If a permanent deficit is found to exist, this deficit will need to be funded from the General Fund.

### Recommendation

We recommend that management review the operations of the School Lunch fund and determine if a permanent deficit exists. If a permanent deficit is found to exist, this deficit will need to be funded from the General Fund. If there is a structural deficit that current revenues are not sufficient to cover current expenditures then School management must develop a business plan were expenditures are funded through a combination of revenues and general school subsidies.

### Management Response

The School Department has restructured the food service program through the hiring of a new, experienced Food Service Director. The restructuring has increased participation in the program thus increasing revenue. In addition, the School Department will dedicate General Fund money to subsidize the program.



## STATEMENT NO. 45 OF THE GOVERNMENTAL ACCOUNTING STANDARDS BOARD

### Comment

In July of 2004, the Governmental Accounting Standards Board (the GASB) issued Statement No. 45 *Accounting and Financial Reporting for Postemployment Benefits Other than Pensions*. This Statement improves the relevance and usefulness of financial reporting by (a) requiring a systematic, accrual-basis measurement and recognition of other postemployment benefits (OPEB) cost over a period that approximates employees' years of service and (b) providing information about actuarial accrued liabilities associated with OPEB and whether and to what extent progress is being made in funding the plan.

For financial reporting purposes, an actuarial valuation is required at least biennially for OPEB plans with a total membership (including employees in active service, terminated employees who have accumulated benefits but are not yet receiving them, and retired employees and beneficiaries currently receiving benefits) of 200 or more, or at least triennially for plans with a total membership of fewer than 200. The projection of benefits should include all benefits covered by the current substantive plan (the plan as understood by the employer and plan members) at the time of each valuation and should take into consideration the pattern of sharing of benefit costs between the employer and plan members to that point, as well as certain legal or contractual caps on benefits to be provided. The parameters require that the selection of actuarial assumptions, including the healthcare cost trend rate for postemployment healthcare plans, be guided by applicable actuarial standards. Failure to obtain an actuarial valuation will result in a qualification to the independent auditors' opinion on the basic financial statements.

Net OPEB obligations, if any, including amounts associated with under- or over contributions from governmental funds, should be displayed as liabilities (or assets) in government-wide financial statements. Similarly, net OPEB obligations associated with proprietary or fiduciary funds from which contributions are made should be displayed as liabilities (or assets) in the financial statements of those funds.

An employer's net OPEB obligation is defined as the cumulative difference between annual OPEB cost and the employer's contributions to a plan, including the OPEB liability or asset at transition, if any. (Because retroactive application of the measurement requirements of this Statement is not required, for most employers the OPEB liability at the beginning of the transition year will be zero.) An employer with a net OPEB obligation is required to measure annual OPEB cost equal to (a) the annual required contribution (ARC), (b) one year's interest on the net OPEB obligation, and (c) an adjustment to the ARC to offset the effect of actuarial amortization of past under- or over contributions.

This Statement generally provides for prospective implementation—that is, that employers set the beginning net OPEB obligation at zero as of the beginning of the initial year. The Town is required to implement this statement in fiscal 2008 although earlier implementation is encouraged.

### Recommendation

We recommend that management take a proactive approach to the planning and implementation of GASB Statement No.45. The most important consideration in the planning process is obtaining an actuarial valuation.







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